General Information

- In the event of immediate activation of this plan please turn to Page 10.
- Triggers for Activation can be found on Page 15.

October 2018
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LIST OF COUNCIL SERVICES / PARTNERS to possibly KEEP INFORMED OF an emergency (dependent upon the type of emergency)

A.6: Communication Lead

A.7: Multi-Agency Liaison Officer

A.8: Special Operations Room Liaison Officer

A.9: Emergency Control Center Management (ECCM)

A.10: Emergency Volunteer

A.11: Service Area Liaison Officer (SALO)

A.12: Forward Control Officer (FCO)

A.13: Assistant Forward Control Officer (AFCO)

A.14: Loggist

A.15: Infection Prevention and Control Co-ordinator

A.16: Public Health Co-ordinator

Roles and Responsibilities of Partner Organisations

Flowchart of Communication Links During A Major Incident Response

Working with a Decision Loggist – Guidance for Decision Makers

Incident and Decision Log Templates

Sample Incident Team Meeting Agenda

Guidance Notes for the Incident Team Meeting

Sample CRIP 

Error! Bookmark not defined.
AMENDMENTS RECORD

Plan issued: October 2018

Amendments to be notified as soon as possible to:

Emergency Planning and Business Continuity Manager
Kirklees Council
Flint Street
Fartown
Huddersfield
HD1 6LG

emergency.planning@kirklees.gov.uk

Tel: 01484 221000

<table>
<thead>
<tr>
<th>Date</th>
<th>Action</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>13/04/15</td>
<td>Emergency contact list updated</td>
<td>MJ</td>
</tr>
<tr>
<td>06/03/18</td>
<td>Added section 26 (Human Aspects)</td>
<td>MJ</td>
</tr>
</tbody>
</table>

PLAN REVIEW AND MAINTENANCE

The Kirklees Council Emergency Planning Team is responsible for the review and maintenance of this plan and the connected Contact List. A full review will be carried out twice per year and maintenance will occur as and when required. Version control via dates will be used.

CONSULTATION

This plan has been written in consultation with all internal roles and external partners identified within it. Consultation results are available on request from the Kirklees Council Emergency Planning Team.

PLAN PUBLICATION AND DISTRIBUTION

A distribution list of plan holders is maintained by the Emergency Planning Team on a separate record. This plan will be distributed as appropriate in hard copy publication internally to all those who will require access to it and to will be published and distributed to partner agencies via Resilience Direct.
STATEMENT OF INTENT

The Council is committed to complying with the Civil Contingencies Act 2004, associated legislation and guidance whilst fulfilling its role as a Category One responder under the Act.

The Council’s Emergency Planning Team has produced this generic Major Incident Plan which contains details of how the Council will respond to an emergency should it occur.

Risk assessment is the backbone of our strategy to protect the community of Kirklees, and we recognise that this will be an evolving process, which will be continually reviewed, modified and updated in light of changes in the Council, legislation and lessons learned – locally and nationally.

The Council is committed to partnership working and is actively involved in initiatives across the region to enable a joined up response to emergency situations. The Director of Public Health is the co-chair of the West Yorkshire Health Resilience Partnership.

To ensure the resilience of the Council following a major incident, Directorates are required to produce Business Continuity Plans. These plans will ensure that critical Council functions are maintained and other services are restored as soon as practicable.

The Council will ensure, so far as is reasonably practicable, that all persons who have a role to play in the plan are provided with sufficient information and training to enable them to undertake their duties. Regular exercising of plans will also be undertaken to familiarise individuals with their respective roles.

The effectiveness of these arrangements will be monitored and reviewed following training at regular intervals or following testing or activation of the plan.

Rachel Spencer-Henshall
Strategic Director – Corporate Strategy and Public Health
INTRODUCTION

The Kirklees Council Major Incident Plan details the local authority response procedures following a request for Council assistance from the Emergency Services or another source. Such a request is likely to be in consequence of a disaster or emergency that requires the special mobilisation or co-ordination of Kirklees Council resources.

1. PURPOSE

This plan has been created to document the incident (as defined in Section 5) response procedures for Kirklees Council as required of them as a Category One responder under the Civil Contingencies Act (2004).

This document has been created to assist in the coordination of a Council and partner agency response to incidents, as defined in Section 5. A list of incidents that are considered likely to impact the Kirklees and wider West Yorkshire area can be found within the West Yorkshire Resilience Forum Community Risk Register1, however other risks may occur above and beyond this which may not have been anticipated.

2. AIM

To provide Kirklees Council with a flexible and scalable framework for the management of and response to incidents which impact on Kirklees.

3. OBJECTIVES

- To save life, as far as practicable.
- To prevent escalation of the disaster and minimise impact, as far as practicable.
- To relieve suffering.
- To safeguard the environment.
- To protect property, as far as practicable.
- To facilitate criminal, judicial, public, technical or other inquiries.
- To restore normality as soon as possible.

4. SCOPE

The plan applies to all incidents as defined in Section 5, whether it is expected or unexpected, which affect or threaten Kirklees Council's ability to function normally which results in a response exceeding that of 'business as usual'.

The cause of widespread disruption can be varied but may well be associated with circumstances outside the control of Kirklees Council including, but not limited to, weather related conditions, flooding or public health matters. The plan details how Kirklees Council will respond to such events and how it will mitigate the effects of major incidents affecting the wider Kirklees community.

This plan covers a response to incidents directly occurring within the Kirklees area and also those occurring outside of the area but which impact on the Kirklees Council’s ability to deliver business as usual and their community’s ability to function as usual.

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1 http://www.westyorkshire.police.uk/help-advice/resilience/reports
This plan identifies the Kirklees Council role in response to incidents, as defined within Section 5, and also highlights what role other responding organisations can be expected to play within a response. For more details on external partner involvement their own incident response plans should be consulted.

5. **DEFINITION**

For the purpose of this plan a Major Incident which effects or threatens Kirklees Council, its service provision and/or the wider Kirklees community shall be defined as:

“An event or situation which threatens serious damage to human welfare in a place in the UK, the environment of a place in the UK, or war or terrorism which threatens serious damage to the security of the UK” (HM Government, 2010).

For operational purposes our local definition is:

“Any event that cannot be managed within normal service arrangements that will require co-ordination across multiple council services and partner organisations”.

6. **KIRKLEES COUNCIL - FUNCTIONS**

The principal function for Kirklees Council during a response to incidents are:

- To support the Emergency Services and or other responding agencies.
- To support, care for and rehabilitate the community.
- To restore the environment.

To achieve this, Kirklees Council will:

- Alert and mobilise Local Authority services.
- Co-ordinate all Local Authority services.
- Provide adequate personnel and resources.
- Provide and co-ordinate additional resources from the Authority and external sources if necessary.
- Maintain as far as practicable, normal Council services at an appropriate level.

7. **RESPONSE STRATEGY**

Response is defined as “decisions and actions taken in accordance with the strategic, tactical and operational objectives defined by emergency responders. At a high level these will be to protect life, contain and mitigate the impacts of the emergency and create the conditions for a return to normality”.

The response phase will have 2 elements. One element is a Kirklees Council only response and the other is a Kirklees Council response in close co-ordination with multi-agency partners.
The response phase will be broken down into the following different stages: initial response (escalation of the incident), established response (control of the incident) and the stand down response (de-escalation of the incident).

Within the initial response phase it is likely that the response actions and decisions will be required to be made much faster and with less information to base them on than in later stages. This is to ensure control of the situation can be gained as soon as possible allowing the response to move at the same speed as the incident is unfolding whereby to minimise its impact. Within this phase consideration to recovery should be given. At regular intervals throughout the response incident reports should be created by the Silver Commander for the attention of the internal response and external partners.

Within the established response phase a recovery cell should be if one has not already been established. Within this phase decision are likely to be more informed and the response will be keeping up with incident developments and be working to reduce its escalation and impact.

Within the stand down phase resources and the response will be stood down as appropriate based on the reducing requirements on responding organisations of the incident occurring.

Throughout the response it may be necessary to handover a role to another internal role or to another organisation. Where a response is protracted over a period of time a number of people may carry out the same role over different shifts within Kirklees Council Where this is the case someone leaving a shift needs to hand over their role to a person starting their shift. This hand over should give a summary of events and actions so far, outstanding actions should be identified, any meeting attendance or completion of reports needs to be identified and the log book reviewed whereby allowing the shift starter to ask any questions to that point. These are rather informal handovers with no paperwork required. In some cases the council may be required to hand over responsibility to another organisation. Where this is the case an agreement should be signed by the Gold Command level of response from each organisation and this should clearly stipulate what is being handed over and what tasks are being relinquished by one organisation to be taken on by another.

This Major Incident Plan outlines a generic framework for any response. The appended response specific plans give more specific response frameworks for specific events. Consideration in the response phase will also have to be given to the activation of Business Continuity Plans in order to maintain council services due to the disruption caused by the incident itself and the drawing away of resources to respond away from their usual business as usual duties.

8. **RECOVERY STRATEGY**

Recovery is defined as “phase in which decision making and actions are focused on response to an actual emergency or disaster3”.

The recovery phase has two areas of focus. That is it should aim to return community life, the environment and the delivery of Kirklees Council services to pre-emergency levels or as near to this as possible.

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3 As above

Y:\Emergency Planning\Major Incident Plan (Master): GSC: OFFICIAL
As early into the response stage as possible consideration should be given to recovery and how a response will require that recovery to occur i.e. the tasks which are generated in recovery from the tactics and operations delivered during the response.

To support this consideration should be given to activating a recovery cell.

The response phase should be delivered by appropriate multi-agency partners in order to ensure a wide spectrum of considerations and actions are considered and implemented.

A recovery response should take into consideration the framework outlined within the Kirklees Council Recovery Plan with regards to roles required, actions for implementation to be considered and general response considerations and priorities for both community recovery and council services.

The recovery phase internally should ensure Business Continuity Plans are considered and implemented as appropriate to facilitate an internal return to service as usual.

The recovery plan appended to this document identifies a procedure for hand overs of responsibility from the response phase to the recovery phase. The template for this within its appendix should be used.

9. CONNECTED DOCUMENTS

Note: Each response specific plan will have its own connected documents list to give specific links to those documents to support them.

In addition to the generic Major Incident Plan there are a number of other West Yorkshire and Kirklees response plans which have been developed to address specific risks or detail response arrangements that will be activated in conjunction with the Major Incident Plan. These plans include but are not limited to:

- Severe Weather Plan (Section 4);
- Reservoir Emergency Plan;
- Evacuation Plan (Section 2);
- Community Recovery Framework (Section 9);
- Outbreak Response Plan (Section 8);
- Warning and Informing / Media Protocol;
- Communications (Section 5);
- Fuel Plan (Section 7);
- CBRN Plan;
- Mass Fatalities Plan (Section 3) (including mass casualties);
- Animal Disease Outbreak Plan (Section 6);
- Voluntary Organisation Plan;
- Corporate and Service Level Business Continuity Plans;
- Corporate Health and Safety at Work Policy;
- Corporate Risk Management Strategy;
- Employee Volunteering Policy;
- Purchasing Card Procedures;
- Purchasing Card User Guide;
- Financial Procedure Rules; and
- Retention Schedule 9- General Public Services.
Regional documents directing the creation of this plan and supporting its content are:

- West Yorkshire Resilience Forum Community Risk Register (2013);
- West Yorkshire Resilience Forum Emergency Response Manual (2011);
- West Yorkshire Resilience Forum Information Sharing Protocol (2014);
- West Yorkshire Resilience Forum Chemical, Biological, Radiological and Nuclear Concept of Operations (2014);

National documents directing the creation of this plan and supporting its content are:

- Cabinet Office, Civil Contingencies Act (2004);
- Cabinet Office, Emergency Preparedness (March 2012);
- Cabinet Office, Emergency Response and Recovery (October 2013);
- Cabinet Office, UK Civil Protection Lexicon (February 2013, Version 2.1.1)
- Cabinet Office, National Recovery Guidance (2013)\(^4\);
- Department for Communities and Local Government (DCLG) and Chief Fire and Rescue Advisor (CFRA), Fire and Rescue Service Operational Guidance: Incidents Involving Hazardous Materials (2012);
- Ministry of Defence, Local Authority and Emergency Service Information (LAESI) (Version 9);

\(^4\) [https://www.gov.uk/national-recovery-guidance](https://www.gov.uk/national-recovery-guidance) - this is a website it is not a published document.
10. ACTIVATION OF THE MAJOR INCIDENT PLAN

The diagram below sets out the activation of Kirklees Council’s major incident response and the structure for the control and co-ordination of that response.

[Diagram showing the activation process]

A major incident could arise in two ways:

- Emergency Services or another responding agency respond to an incident
- An existing situation of which the Authority is already aware could escalate over a period of time

Emergency Planning Officer informed → Chief Executive/Gold Team notified →

- Minor emergency → Silver Team placed on standby or established → Gold Team Meeting schedule established →
- Silver Team and Emergency Control Room established → Multi-Agency Silver Liaison Officer deployed to Silver Command →
- Gold Team Meeting schedule established → Gold Liaison Officer deployed to Police (SCG) →
- Arrange for response directly with appropriate Services/service providers →

Assistant Forward Control Officer deployed to incident site
## 11. RESPONSE ESCALATION

<table>
<thead>
<tr>
<th>Level</th>
<th>Command Structure</th>
<th>Incident Examples</th>
<th>Key Activities</th>
<th>Trigger Point for Next Level Up</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MINOR</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>ESCALATION POINT</strong></td>
</tr>
<tr>
<td>(First Response)</td>
<td><strong>Silver</strong> – Emergency Planning Officer on call</td>
<td>Routine Incidents</td>
<td>- Incident log completed</td>
<td>- Unable to cope with normal management arrangements</td>
</tr>
<tr>
<td></td>
<td><strong>Bronze</strong> – Forward Control Officer on scene (if required). Small number of Council Services providing assistance</td>
<td>- Oxyacetylene fire</td>
<td>- Council Services respond to requests for assistance</td>
<td>- Significant (prolonged) severe weather / flooding event</td>
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<tr>
<td></td>
<td></td>
<td>- Inclement weather</td>
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<td></td>
<td></td>
<td>- Local / short term utility</td>
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<td></td>
<td></td>
<td>- failure</td>
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<td>- Road closure</td>
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<td></td>
<td></td>
<td>- Health incident</td>
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<tr>
<td></td>
<td>Part Activation of MIP</td>
<td></td>
<td></td>
<td><strong>ESCALATION POINT</strong></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- More than 5 fatalities</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- More than 20 displaced persons</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- Emergency Services declare a major incident</td>
</tr>
<tr>
<td><strong>SERIOUS</strong></td>
<td></td>
<td>Serious Incidents</td>
<td></td>
<td><strong>ESCALATION POINT</strong></td>
</tr>
<tr>
<td>(Escalated Response)</td>
<td><strong>Silver</strong> – Assistant Director / Council Service reps / Duty Incident Manager (Rota)</td>
<td>- Severe weather</td>
<td></td>
<td>- Emergency Services Silver declares a major incident and implementation of Gold Command</td>
</tr>
<tr>
<td></td>
<td><strong>Bronze</strong> – Forward Control Officer on scene (Rota). A larger number of Council Services providing assistance</td>
<td>- Utility failure affecting more than 25 houses but less than 250 houses</td>
<td></td>
<td>- More than 50 fatalities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Small scale chemical leak</td>
<td></td>
<td>- More than 300 displaced persons</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Health incident e.g. infection outbreak</td>
<td></td>
<td>- CRBN / terrorist incident</td>
</tr>
<tr>
<td></td>
<td>Part/Full Activation of MIP</td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>MAJOR</strong></td>
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<td></td>
<td><strong>ESCALATION POINT</strong></td>
</tr>
<tr>
<td>(Major Incident)</td>
<td><strong>Gold</strong> – Directors Group</td>
<td>Major Incidents</td>
<td></td>
<td>- Emergency Services Silver declares a major incident and implementation of Gold Command</td>
</tr>
<tr>
<td></td>
<td><strong>Silver</strong> – Assistant Director / Council Service reps / Senior Management / Duty Incident Manager (Rota)</td>
<td>- Terrorist incident</td>
<td></td>
<td>- More than 50 fatalities</td>
</tr>
<tr>
<td></td>
<td><strong>Bronze</strong> – Forward Control Officer on scene (Rota). Large Council response required</td>
<td>- CBRN incident</td>
<td></td>
<td>- More than 300 displaced persons</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Long term utility failure</td>
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<td></td>
<td></td>
<td>- affecting more than 250 houses</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>- Incident involving more than 50 fatalities</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>- Incident involving more than 300 displaced persons</td>
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</tr>
<tr>
<td></td>
<td>Full Activation of MIP</td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>
12. EMERGENCY PLANNING AND HEALTH

Where emergencies occur it is necessary to inform health and involve them as appropriate. To contact health in an emergency the Duty NHS England Team should be contacted (see the contacts list appended to this plan) and they will circulate the information as necessary to other health partners (e.g. Clinical Commissioning Groups, Acute Trusts, Social Enterprises such as Locala, Yorkshire Ambulance Service, Mental Health Partnerships, 999 and 111, Local Care Direct etc.).

The general health command structure is: NHS England locality teams covering West Yorkshire will lead local responses within the West Yorkshire Area, in close liaison with Public Health England Yorkshire and Humber. For wider responses impacting other areas of Yorkshire then Public Health England Yorkshire and Humber will co-ordinate a response in close liaison with local NHS England Regional Level. Where wider the Department of Health may become involved at a National Co-ordination level, filtering down more regional and local actions to the appropriate PHE Regional Team for distribution as appropriate.

During health emergencies, organisations working directly within the local health economy will activate their Operational Pressures Escalation Level (OPEL) Plans where appropriate to address any issues around pressures on staff or service delivery as usual. OPEL is an objective, evidence based tool that enables organisations to understand the pressures their teams and/or other organisations are facing. Within the Kirklees area the following OEPL system is used:

**OPEL Level 1:**

The local health and social care system capacity is such that organisations are able to maintain patient flow and are able to meet anticipated demand with available resources. The Local Accident and Emergency (A&E) Delivery Board area will take any relevant actions and ensure appropriate levels of commissioned services are provided. Additional support is not anticipated.

**OPEL Level 2:**

The local health and social care system is starting to show signs of pressure. The Local A&E Delivery Board will be required to take focused actions in organisations showing pressure to mitigate the need for further escalation. Enhanced co-ordination and communication will alert the whole system to take appropriate and timely actions to reduce the level of pressure as quickly as possible. Local systems will keep NHS England colleagues at sub-regional level
informed of any pressures, with detail and frequency to be agreed locally. Any additional support requirements should also be agreed locally if needed.

**OPEL Level 3:**

The local health and social care system is experiencing major pressures compromising patient flow and is continuing to increase. Actions taken in OPEL 2 have not succeeded in returning the system to OPEL 1. Further urgent actions are now required across the system by all A&E Delivery Board partners, and increased external support may be required.

**OPEL Level 4:**

Pressure in the local health and social care system continues to escalate leaving organisations unable to deliver comprehensive care. There is increased potential for patient care and safety to be compromised. Decisive action must be taken by the Local A&E Delivery Board to recover capacity and ensure patient safety. All available local escalation actions taken, external extensive support and intervention required. Regional teams in NHS England will be aware of rising system pressure, providing additional support as deemed appropriate and agreed locally, and will be actively involved in conversations with the system. Where multiple systems in different parts of the country are declaring OPEL 4 for sustained periods of time and there is an impact across local and regional boundaries, national action may be considered.
Under the National Health Service (NHS) England there are a set of core competencies required to be met by organisations delivering and co-ordinating health services to the public. These core competencies are identified under the Emergency Preparedness Resilience and Response (EPRR) framework. Kirklees Council will ensure they meet EPRR by carrying out an annual gap analysis using a maturity matrix (as identified in PAS 2015:2010) compiled with the core competency requirements. Each core competency is then assessed next to further national guidance on the subject area (both statutory and non-statutory).

EPRR allows a unified way of working within organisations delivering health services to local communities. The general requirements on EPRR on Kirklees Council are:

- Have governance structures in place.
- Carry out and maintain risk assessments.
- Create, implement and maintain emergency and business continuity plans.
- Have command and control arrangements in place.
- Communicate with the public as appropriate in peacetime and during an emergency;
- Share information.
- Training and exercising.
- Take consideration of Chemical, Biological, Radiological and Nuclear (CBRN) and Hazardous Material (HazMat) responses in planning.

Copies of the most up to date gap analysis for Kirklees Council’s compliance with EPRR are available on request from the Kirklees Council Emergency Planning Team.
13. NOTIFICATION OF A MAJOR INCIDENT

A Major Incident could arise in two ways:

- An unforeseen event could necessitate the 'call-out' of the Emergency Services, who would notify the Authority.
- Alternatively, an existing situation of which the Authority is already aware could escalate over a period of time.

The Emergency Planning and Business Continuity Manager or nominee will determine if activation of this plan is required. This decision will be authorised/ratified by the On Call Director or nominated representative.

The following are potential phases that may be used for the activation/deactivation of the Plan:

- Standby
- Respond (full activation)
- Stand down
- Recovery

The METHANE(S) mnemonic below can be used as a method of ensuring initial information is captured:

<table>
<thead>
<tr>
<th>Major Incident</th>
<th>Declared or Standby (Including Date and Time of Declaration)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exact Location</td>
<td>Exact location/geographical area of incident</td>
</tr>
<tr>
<td>Type of Incident</td>
<td>Flooding/Fire/Utility failure/HazMat/Disease outbreak etc</td>
</tr>
<tr>
<td>Hazards</td>
<td>Present and potential</td>
</tr>
<tr>
<td>Access</td>
<td>Effective routes for access and egress/inaccessible routes/RVPs</td>
</tr>
<tr>
<td>Number of Casualties</td>
<td>Numbers and types</td>
</tr>
<tr>
<td>Emergency Services</td>
<td>Required/on-scene</td>
</tr>
<tr>
<td>(S)tart a log</td>
<td>Intentions/Actions</td>
</tr>
<tr>
<td></td>
<td>Support/Mutual Aid required</td>
</tr>
</tbody>
</table>
14. TRIGGERS

The activation of this plan at “Standby” will be triggered if there is an early warning of a situation which potentially may require the implementation of special arrangements as identified under this Plan. Standby should be declared in order to provide an alert to key officers to prepare, brief staff, start an incident log and prepare for the deployment of resources where a situation escalates requiring a response under full activation of this plan (see below). Resources would not normally be deployed at this stage (although this will largely depend upon circumstances). If the emergency does not require the implementation of the Plan then it is important that those personnel/agencies put on standby are stood down.

The activation of this plan at “Respond” (full activation) level will occur when an incident meeting the definition in Section 5 is being experienced whereby requiring the implementation of the special measures, as appropriate, identified within this, and other supporting incident specific, plans. The declaration to respond will require resources for deployment to be identified, briefed and a log of decisions and rationale to be kept.

When the incident is brought under control and begins to de-escalate consideration will be given to the “Stand down” of this plan when appropriate. This plan should be stood down when pressures on the Council reduce and a return to normality is able to begin. This stand down may be phased (slow withdrawal of service to maintain a response to the incident whilst return service delivery to service as usual) or immediate (immediate return of resources to normal duties). Stand down will be used to signify the end of an incident or the withdrawal of resources. Once all resources have returned to their normal areas of work, and service delivery and community life are back to normal consideration should be given to declaring a cessation to the Major Incident (Section 19).

“Recovery” would continue until normality is resumed to both the community and the Council’s service delivery. More information around recovery can be found in Section 12 and a Community Recovery Plan can be found in Section 9.

In the event of this Plan being implemented consideration should be given at the end of the response to holding an internal and/or multi agency debrief for those involved to assess the response. Multi-agency partners should be invited as appropriate and / or where debriefs are held by other agencies, Kirklees Council should send appropriate representation on request. The debrief should be held as soon as possible, documented and lessons learned acted upon (as appropriate). Item 20 gives more details concerning debriefs.

At all activation stages of this plan various internal departments and external organisations will need to be notified. These departments and organisations will be identified by the on-call director in liaison with the Emergency Planning Team. The Emergency Planning Team will then contact them as appropriate and inform them of the activation level and give a summary of the Council response.
15. KIRKLEES EMERGENCY MANAGEMENT

A three tier management structure will operate following full activation of the Kirklees Major Incident Plan. The structure provides for Strategic (Gold) (Directors Group); Tactical (Silver) (corporate co-ordination) and Operational (Bronze) (Service area response) teams.

Strategic (Gold) and Tactical (Silver) level officers for Kirklees Council have an annual 24/7 callout rota, as do the Emergency Planning Team. This means that if events happen out of hours there will always be someone to respond and make any necessary decisions which may have an impact on Kirklees Council business as usual, staff, community normality or Council finances. Other departments in the Council have more informal procedures for out of hours responses. 24/7 contact details for each service, along with contact details for the gold, silver and emergency planning representatives in an emergency, can be found in the Contacts List appended to this plan. Duty lists and initial emergency contacts in the appendix should be used in the short term. Where a longer term response is anticipated those within the command structure should identify shift patterns and ensure that each team is able to offer the necessary response cover based on these.

Strategic (Gold)

Strategic decisions, during a major incident and its aftermath, are made by the Gold Team. This team is chaired by the Chief Executive or a Director from the Directors Group (DG) and may include strategic decision makers from partner organisations (if
appropriate). The aim of this group is to provide strategic management of the incident.

Their role is to address the impacts to the community and the operations of the Council during the immediate response but more importantly taking into consideration the longer term effects and implications. During a multi-agency response a multi-agency Gold may be activated. In cases of complex and protracted responses this will be known as a Strategic Coordination Group and will sit with a pre-identified Strategic Coordination Centre.

**Tactical (Silver)**

The response to the incident is planned and co-ordinated by the Silver Team. This team is chaired by an Assistant Director or nominated deputy and will consist of representatives from Services across the Council and partner agencies (if appropriate).

Their role is to plan and co-ordinate the tactical response to meet the strategic objectives set by the Gold Team. This will involve providing staff and resources to alleviate the effects of a major incident.

During a multi-agency response a multi-agency Silver may be activated. In cases of complex and protracted responses this will be known as a Tactical Coordination Group.

**Operational (Bronze)**

Staff involved in the response at this level will provide the main operational response to an incident and would either be at the incident site or within service areas or specialist teams.

Their role is to implement the tactical decisions made by the Silver Team and to be the 'eyes and ears' of the Council at the incident site, providing a two way communication mechanism.

**16. JOINT DECISION MODEL (JDM)**

Shared situational awareness is a common understanding of the circumstances and immediate consequences of the emergency, together with an appreciation of the available capabilities and emergency services’ priorities.

Achieving shared situational awareness is an essential component of any effective response to an incident and can be achieved by using the JDM Model (as noted under the Joint Emergency Services Interoperability Programme (JESIP)).

Shared situational awareness relates not only to a common understanding between incident commanders, but also between control rooms and all tiers of the command structure.
Joint decisions must be made with reference to the overarching or primary aim of any response to an emergency: to save lives and reduce harm. This is achieved through a co-ordinated, multi-agency response. Decision makers should have this uppermost in their minds throughout the decision making process.

The Council’s aim in an emergency situation is to support the Emergency Services and or other responding agencies, to support, care for and rehabilitate the community and to restore the environment. We will embrace joint working in pursuit of our objectives.

Using professional judgement, common sense and a well-trained, empowered workforce to deliver our vision, promoting honesty and openness and respecting diversity, treating everyone as an individual.

We will hold full accountability for our decisions and actions and will embrace comments, criticism and concerns, responding to them in an open minded approach, with a willingness to identify key learning points and embed them into organisational culture.
GATHER INFORMATION AND INTELLIGENCE

During this stage the decision maker defines the situation (i.e. what is happening or has happened) and clarifies matters relating to any initial information and intelligence.

- What is happening?
- What do I know so far?
- What further information (or intelligence) do I want or need?

ASSESS THREAT AND RISK AND DEVELOP A WORKING STRATEGY

This stage involves assessing the situation, including any specific threat, the risk of harm and the potential for benefits.

- Do I need to take action immediately?
- Do I need to seek more information?
- What could go wrong (and what could go well)?
- How probable is the risk of harm?
- How serious would it be?
- Is that level of risk acceptable?
- Is this a situation for the Council alone to deal with?
- Am I the appropriate person to deal with this?

Develop a working strategy to guide subsequent stages by asking yourself what you are trying to achieve.

CONSIDER POWERS, POLICIES AND PROCEDURES

This stage involves considering what policies and procedures might be applicable in this particular situation.

- What Council resources might be required?
- Is there any national guidance covering this type of situation?
- Do any local organisational policies or guidelines apply?
- What legislation might apply?

As long as there is a good rationale for doing so, it may be reasonable to act outside policy.

IDENTIFY OPTIONS AND CONTINGENCIES

This stage involves considering the different ways to make a particular decision (or resolve a situation) with the minimum risk of harm.

Options: -
• What options are open to me? Consider the immediacy of any threat, the limits of information to hand, the amount of time available, available resources and support, your own knowledge, experience and skills and the impact of potential actions on the situation and the public.

If you have to account for your decision, will you be able to say it was:

- Proportionate, legitimate, necessary and ethical?
- Reasonable in the circumstances facing you at the time?

**TAKE ACTION AND REVIEW WHAT HAPPENED**

This stage requires decision makers to make and implement appropriate decisions. It also requires decision makers to review what happened once an incident is over.

**ACTION**

*Respond* - Implement the options you have selected.
- Does anyone else need to know what you have decided?

*Record* - Record what you did and why.

*Monitor* - What happened as a result of your decision?
- Was it what you wanted or expected to happen?

If the incident is continuing, go through the JDM again as necessary.

**REVIEW**

- If the incident is over, review your decisions using the JDM.
- What lessons can you take from how things turned out?
- What might you do differently next time?

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**17. COMMUNICATIONS STRATEGY**

Communication is an essential part of our response to an emergency situation, both internally and externally. As part of our planning for a major emergency we have a chapter (Section 5) of this plan that deals with communications and have developed an action card for the communication lead. This is also enhanced by our partnership working across West Yorkshire.

In summary:

- Internally information will be disseminated via email, on the intranet and on SharePoint. Communications between Kirklees Council employees will also usually take place either face to face, via email or via telephone. (Note: Kirklees
General Information and Contacts

- Council have a number of Mobile Telecommunications Privileged Access Scheme (MTPAS) registered phones for if the scheme is activated which may assist communications where this scheme is made active.
- With partners, Kirklees Council may be asked to send Gold and/or Silver representation to multi-agency Gold or Silver Command groups. Where this is the case suitable representation should be identified and deployed to the required locations as necessary.
- Communications between Kirklees Council and partner agencies outside of any multi-agency groups will take place either over the telephone or via email. There will likely be a need for Kirklees Council Gold/Silver to liaise with partner agencies communications team to establish initial communications links.
- Kirklees Council, via the Emergency Planning Team, will actively use Resilience Direct to publish response plans for access by partners.
- Warning and informing of people within affected communities is key. It is about pushing information out to the in order to pull those requiring help and assistance to the required locations so that they can get the help they need in a timely manner in order to minimise, as far as practicable, the distress they experience.
- Communities should be informed about what is going on and what services are in place to help them. Speculation as to return to normality or when they can return to their homes/places of work should be avoided.
- Where an incident impacts the local community and/or the provision of business as usual services by Kirklees Council the following methods are available for getting a message across to the public:
  - Social media.
  - Organisational websites (own and other organisations).
  - Radio / Television local media.
  - On-street direction signage.
  - Flyers/leaflets.
  - Direct phone-calls to those whose service provision will be affected.
  - Setting up help-lines.
- The West Yorkshire Local Resilience Forum Media Plan and Toolkit should be used for further details on communicating with the media.
- Activate Kirklees Direct emergency message on 221000 lines, which can be edited prior to activation to make specific for each response by the Kirklees Direct or IT.

Kirklees Council also has a duty under the Civil Contingencies Act and communications concerning warning and informing. Under Emergency Preparedness Section 7C concerning warning and informing the communications strategy should consider:

- Identifying the lead responder for warning, informing and advising the public. It is suggested that this should be the organisation with the most credibility in the subject area being warned/informed/advised about e.g. Environment Agency for flooding.
- Joint working procedures with allocation of responsibilities as appropriate to support the lead agency in their role. E.g. consider setting up a media cell to support joint working and allocating each agency to update their social media,
websites and other platforms for message delivery to mirror messages of the lead responder.

- Where the dynamics of a response and its risks change, and where the phases shift from response to recovery, there may be a need to change the lead. Where this is the case the capability criteria originally employed should remain the primary criteria for choice. Handovers should be minuted as should the agreed process to be followed.
- Agree what services, products and facilities will be used to issue warning, information and advice (e.g. media centres), who will pay for these and who will manage them.
- Consider if local companies and organisations may be able to assist concerning the facilities/resources they have to (e.g. premises, call centres) which may be made available to the response to help deliver advice and information to the public in the course of an emergency.

18. INFORMATION SHARING STRATEGY

During an incident there will be a vast amount of information being generated and used by all agencies. Therefore, in order to ensure that all responders are as up to date as possible with the information so that effective decisions can be made it is necessary to share this information openly with partners. This section identifies options and considerations for the Silver or Gold Command in the setting of the information sharing strategy. This strategy should have an element connected to it concerning media communications.

There is no presumption of disclosure or unbounded access to information at any level of the classification scale (official, official-sensitive, secret, top secret) though the principles of openness, transparency and information reuse require that individuals consider the proactive publishing of information and data sets where appropriate.

The Data Protection and the Freedom of Information Acts need to be adhered to and used appropriately in the sharing of information and any exemptions implemented clearly and fairly. Any exemptions made should be noted on the incident log and rationale as to why clearly indicated.

Information can be shared via email, telephone, hard copy, cloud storage, SharePoint sites, Resilience Direct or encrypted CD/flash drives as appropriate for the security classification of the document.

Under the Government Security Classification (GSC) policy (April 2014) the following classifications exist with specific considerations to how it can be shared:

- **Official**: There are no restrictions on which format official documents can be shared in. They can be openly put on internet sites, shared over the phone, electronically (by CD, memory stick, email etc.), on SharePoint/cloud sites or in printed paper format.
- **Official sensitive**: Consideration needs to be given as to a slightly heightened level of security for anything given this GSC level. It is suggested that if sent via email that it is done so via secure email paths (e.g. accounts with as GSX or PNN email address). It is suggested that paper copies at this level are not sent and that any electronic formats are password protected. It is ok to save this information and share via Resilience Direct and controlled access SharePoint sites.

- **Secret**: People having access to this information should have a Security Cleared (SC) vetting level. This information should not be sent via email, via telephone, on Resilience Direct or SharePoint sites. Paper copies can be shared if being shared face to face and not being exchanged via the postal system. Exchange of this information should be via encrypted routes on CDs and flash drives;

- **Top secret**: People having access to this information should have a Developed Vetting (DV) security clearance level. This information should not be sent via email, in paper copy, on Resilience Direct or SharePoint sites. Exchange of this information should be via encrypted routes on CDs and flash drives.

Organisations should use proportionate Information and Communication Technology access controls, supported by procedural and personnel controls, to manage information assets and enforce need to know restrictions as appropriate.

Note: applying too high a marking can inhibit sharing and lead to unnecessary and expensive protective controls. Applying too low a marking may result in inappropriate controls and potentially put sensitive assets at greater risk of compromise.

Note: when distributing by email ensure the security classification is included in capitals in the subject line.

**Internal Information Sharing**
- Information shared within the organisation should be around staffing levels, resources required impact of an incident on resource levels and service provision, and the current incident situation.
- Information shared within the organisation can be anything up to Top Secret. However, anything of Top Secret or Secret will required a “tailored” audience with the required security clearance (SC for Secret and DV for Top Secret).

**Information Sharing with Partners**
- Information shared with partners should be around what Kirklees Council are doing to respond to a situation, what impact it is having on them and also any intelligence coming in from those working in the communities as to the on the ground situation.
- It is important that information is shared with partners to ensure that a full picture of the incident and its response is obtained which will better ensure that effective decisions can be made based on holistic understandings of the overall situation.
- Security classifications should not be used as a way to withhold any information as that information may prove critical to a response decision.
Information will generally be delivered to partner agencies via multi-agency Gold and Silver controls. However, if these functions are not set up the methods of distribution based on GSC classifications identified above should be adhered to.

- Anything up to and including secret can be shared with partner agencies. However anything of this level may require a “tailored” audience to be identified to ensure that those in the room are of the appropriate level and have a SC vetting level.

**Information Sharing with the Community**

- The information shared with the community should explain the risk, establish confidence by offering reassurance, and deliver advice to help minimise the risk of damage, injury and/or death.
- No technical details should be given to the public as to specific risks occurring or anything above and beyond what is released in any multi-agency/lead responder statements.
- Where Kirklees Council has representation at multi-agency Silver and/or Gold level they should be sure to work with partners in the design of statements to be released to the public.
- Nothing released to the public should be higher than “official”.
- Consideration to setting up helplines should be given. Where it is agreed that these will be set-up the number should be communicated via media avenues and via the organisational website. Consideration should be given to the access of multiple languages on the help lines and also to access to the helplines by the deaf and hard of hearing. Support Service can offer guidance on this.

19. **WIDER RESPONSE**

The incident occurring may not be a Kirklees Only issue. It may involve neighbour Local Authorities or neighbour regions or the wider UK.

Where the incident involves Kirklees and one or more other Local Authority area within the West Yorkshire Resilience Forum (WYRF) the WYRF Emergency Response Manual should be consulted.

Where the incident involves a neighbouring Local Authority outside of the WYRF area there are mutual aid agreements in place under the WYRF that should be consulted.

Where multiple Local Resilience Forum areas are affected/wider UK a response should be in-line the Government advice and direction. Resilience forum wide arrangements would be set up to coordinate regional and local responses and more central procedures would kick in to assist the wider response.

20. **RECOVERY**

Following the response stage to an incident, the principal concerns of local authorities are to:
Provide support for the community in their area to mitigate the effects of the emergency on people, property and infrastructure.

To play a key role in co-ordinating the assistance from the voluntary sector.

Endeavour to continue with normal support and care for the local and wider community throughout any disruption.

As the emphasis moves from immediate response to the recovery phase, the overall co-ordination for the emergency may be handed from the Senior Police Officer to the local authority Chief Executive, or other appropriate organisation and the emergency services will have little or no involvement in the restoration of normality to the environment and local communities.

The Recovery phase may be a prolonged process which needs to be carefully monitored and managed to balance the requirements of the emergency/response against the day-to-day operations for the Council.

More details on recovery can be found in the stand alone Recovery Plan appended to this plan.

21. CESSATION OF A MAJOR INCIDENT

The Chief Executive (or deputy) will make the decision for the cessation of major incident procedures, all Directorates will be:

- Instructed when the major incident response has ceased.
- Instructed to return to normal business practices as soon as possible.

It is recognised that some departments may be able to resume full services immediately, whilst other sections will still be involved in remedial work associated with the event.

If a decision to close down a major incident is taken outside of normal business hours the Gold Team will disseminate this information to all Directorates and Kirklees Council staff directly involved at the time.

22. EMERGENCY CONTROL CENTRE

When it is determined that an Emergency Control Centre is necessary to assist in the co-ordination of Kirklees Council resources in an emergency, a choice of two Control Centres are available.

Set up of Emergency Control Centre

Instructions of how to set up the pre-identified Emergency Control Centre(s) can be found in the following location:

..\..\..\Emergency Control Centre\Room Set Up
Hard copies of this guide can be found in the respective Control Centres and in the locked cupboard in the Emergency Planning Office.

Communications

When a major emergency is declared, the Council's dedicated emergency number will be published.

23. FORWARD CONTROL

Kirklees Council has a CCTV Vehicle available which can be used in an emergency as the Kirklees Council Forward Control Point.

The CCTV vehicle is equipped for use as a mobile office. Details of the equipment held in the vehicle are highlighted in the CCTV Vehicle Guide. A copy of the guide is held with the Emergency Planning Team electronically and in hard copy.

To activate this vehicle contact CCTV Control Room. Details are contained within this Plan, Section 1, Contacts, Streetscene and Housing.

The numbers for the equipment held in the CCTV vehicle are contained within this Plan, Section 1, Contacts, Streetscene and Housing.

24. STAFF WELFARE

Major emergencies may last for days or weeks and require staffing for a prolonged period. In any emergency where a Council response is required for more than eight hours (or less depending on the type of emergency), plans should be put in place for shift working so that personnel are regularly rotated and do not become exhausted.

Consideration may have to be given for supplementing Kirklees Council personnel by staff from other local authorities (under the mutual aid agreements in place).

Staff involved with a major emergency may be exposed to sights and sounds that may cause distress. Even if working remotely from the emergency scene, some staff may be affected by the nature of the emergency and may see or hear of details that cause them distress. Managers need to be aware that emergencies can affect people more than others and if it becomes apparent that a member of staff has been affected, they should ensure that the member of staff is supported and referred to the occupational health scheme or their general practitioner for treatment, if required.

During a response to major incidents it may be necessary for staff to work outside their usual working patterns and for extended hours. Where hours are extended it is important that the European Union Working Time Regulations (1998) be adhered to. The regulations state that one person may not work over 48 hours in one seven day period. The regulations also state that an 11 hour break is the minimum break length that a worker may have between shifts.
Further to this an employee is entitled to a minimum 24 hour consecutive break within a seven day period. Therefore this needs to be considered when planning responses to protracted incidents so as to ensure that minimum staffing is achievable at all phases of the response.

25. HEALTH AND SAFETY

When responding to an incident officers should always have regard for their own and their employees’ safety. A generic risk assessment is in place for responding to emergencies. In addition to this managers and staff should complete a **dynamic risk assessment** when responding to an incident.

Corporate Health and Safety within Kirklees Council will offer advice during an incident response to protect, as far as practicable, the Health and Safety of Kirklees Council employees.

A five step risk assessment process can be located on the Kirklees Council Intranet (Corporate Safety and Resilience) or the Health and Safety Executive’s (HSE) website (www.HSE.gov.uk).

26. HUMAN ASPECTS

During the response and recovery from an incident, it is essential that human aspects (humanitarian needs) of individuals directly and indirectly affected are considered. Kirklees Council will consider the humanitarian needs of individuals in line with the principles outlined in the **Human Aspects in Emergency Management** Document (Cabinet Office, October 2016).

It is important that (where possible), an incident response and/or recovery is tailored to the needs of the community. Following any response and/or recovery, the command structure should consider periodically completing a community needs assessment. A template community needs assessment is stored within the **supplementary information section** of the **Kirklees Major Incident Plan**.

The Council (with assistance from partner emergency responders, emergency volunteers, voluntary and faith sector organisations affiliated with the West Yorkshire Resilience Forum, community groups, private businesses, central Government organisations and health colleagues) will provide short, medium and long term humanitarian aid to individuals both directly and indirectly affected by an incident. This humanitarian aid will be provided through the provision of welfare, advice, support and assistance and may be provided physically and/or virtually on a variety of themes, including (but not limited to):

- Physical and Psychological Health*.
- Finance.
- Insurance.
- Legal.
- Housing.
- Benefits.
- Burials, Cremations and Bereavement Support.
- Schooling and Education.
- Business Continuity (for private sector businesses).

* When providing mental health support, the command structure should be mindful of ensuring that all providers are qualified and adhere to best practise. Consideration should be given to only promoting providers that currently work with the Council or organisations that are affiliated with the West Yorkshire Resilience Forum.
Humanitarian aid will be delivered in a variety of settings, including (but not limited to):

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<tr>
<th>Title</th>
<th>Purpose</th>
<th>Timescale</th>
<th>Organisation Lead</th>
<th>Responsibility for Financing the Site(s)</th>
<th>Further Information</th>
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</table>
| Casualty Bureau               | Initial point of contact for receiving/assessing information about victims, to inform an investigation, trace and identify people, reconcile missing persons and collate accurate information for dissemination to appropriate parties. | Immediate| Police            | Police                                  | For further information consult:  
  - Kirklees Evacuation and Shelter Plan.  
  - Police Casualty Bureau Plans. |
| Survivor Reception Centre (SRC) | A secure area in which survivors not requiring acute hospital treatment can be taken for short-term shelter and first aid. Evidence might also be gathered here. | Immediate| Initially established and staffed by the Emergency services (first on scene).  
  When the Local Authority becomes engaged in the response, lead responsibility falls to the Local Authority. | Police                  | Where requested to identify a SRC site by the Police, pre identified evacuation centre sites in the Evacuation and Shelter Plan should be considered.  
  For further information consult:  
  - Kirklees Evacuation and Shelter Plan.  
  - Police SRC Plans. |
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<th>Further Information</th>
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<tr>
<td>Family and Friends Reception Centre (FFRC)</td>
<td>To help reunite family and friends with survivors. It will provide the capacity to register, interview and provide shelter for family and friends.</td>
<td>First 12 hours</td>
<td>Police in consultation with Local Authority.</td>
<td>Police</td>
<td>Where requested to identify a FFRC site by the Police, pre identified evacuation centre sites in the Evacuation and Shelter Plan should be considered. For further information consult: - Kirklees Evacuation and Shelter Plan. - Police FFRC Plans.</td>
</tr>
<tr>
<td>Evacuation Centre (Rest Centre or Reception Centre)</td>
<td>Reception Centre - A building established by the Local Authority for the provision of welfare and shelter during the day (no overnight facilities). Rest Centre - A building established by the Local Authority providing temporary overnight accommodation for evacuees and homeless survivors.</td>
<td>Short-Medium Term (operational during the daytime) Short to Medium Term (overnight)</td>
<td>Local Authority</td>
<td>Local Authority</td>
<td>For further information consult: - Kirklees Evacuation and Shelter Plan. - Site specific Evacuation Centre Plans.</td>
</tr>
<tr>
<td>Humanitarian Assistance Centres (HAC)</td>
<td>An information point with the aim of providing a ‘one stop shop’ for appropriate advice,</td>
<td>Long Term</td>
<td>Local Authority</td>
<td>Local Authority</td>
<td>A HAC can be physical and/or virtual.</td>
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<tr>
<td>Title</td>
<td>Purpose</td>
<td>Timescale</td>
<td>Organisation Lead</td>
<td>Responsibility for Financing the Site(s)</td>
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| Hotels, Bed and Breakfasts, Empty Council Properties and Private | To provide medium to long term accommodation for individuals displaced following an incident. It may be appropriate to take humanitarian assistance to individuals at the location in | Medium to Long Term | Local Authority | Local Authority | The following organisations should be considered to work in a HAC (note: this list is not exhaustive):  
- Kirklees Council Services.  
- Voluntary Organisations.  
- Government Organisations.  
- Private Businesses.  
- Industry Governing Bodies and/or Associations.  
For locations of pre-identified Kirklees HAC’s, a set up guide and registration forms, consult the ‘Humanitarian Assistance’ Folder in the supplementary information section of the Kirklees Major Incident Plan.  
For further information consult:  
- Kirklees Evacuation and Shelter Plan.  
- Kirklees Recovery Framework. |
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<th>Title</th>
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<th>Organisation Lead</th>
<th>Responsibility for Financing the Site(s)</th>
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<tr>
<td>Property Rentals.</td>
<td>which they are staying, rather than expect them to travel.</td>
<td></td>
<td></td>
<td>their property is uninhabitable. At the time of an incident, the active command structure will make a decision about the financing of temporary options.</td>
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<td></td>
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<td></td>
<td>A decision will be made by the active command structure at the time of an incident with regards to financing these options for private dwellers. In the first instance, private dwellers should be encouraged to contact their insurance companies and/or landlords.</td>
</tr>
</tbody>
</table>

**Note:** It is essential to ensure that the location, opening times and access criteria is publicised to communities on appropriate communications channels (the Kirklees Communications Team will lead on this).
27. VULNERABLE PEOPLE

During the response to an emergency special consideration must be given to the vulnerable; people who are less able to help themselves in the circumstances of an emergency. A database showing the location of vulnerable people is maintained by Social Care and Well-being for Adults who should be contacted in the first instance. Emergency Planning Team members also have access to the vulnerable person’s database.

Other partner organisations (including utility providers, health, etc.) hold their own databases of vulnerable people and consideration will be given as to whether or not they should be contacted to compile a comprehensive list of vulnerable people affected by the incident.

It should be noted that there will be some vulnerable people who do not appear on any lists/databases held by various organisations and therefore it is important we publicise the “good neighbour” message to residents and communities, and they are asked if they know of anyone in the area who may need help.

A list of vulnerable premises is maintained on GIS/Kompass and lists of such premises can be produced for dissemination.

Vulnerable people may also be those that do not speak English/those to whom English is not their first language. Therefore it may be necessary to contact translation services (see Contacts List, Communications).

28. EQUALITY AND DIVERSITY

It is recognised that people come from different backgrounds and will have different requirements which will need to be considered during the response. The culture, ethnicity and beliefs of those responding needs to be taken into account concerning how and when they are deployed and the specific duties they are asked to undertake, this includes consideration as to what members of the community they are to interact with to ensure such interaction does not compromise their own or that persons cultural, ethnic or religious beliefs.

The Emergency planning Team will make every effort to tailor the response to meet the needs of the affected community. This can include providing translators, addressing special dietary requirements, etc.

29. BRIEFING, DEBRIEFING AND POST INCIDENT/EXERCISE REPORTS

Note: This section is applicable to both exercises and actual emergency responses. An example debrief form can be found at the end of this section.

All staff deployed in a response should undergo a brief to make them aware of the incident and their role. This brief should include all relevant information concerning the incident itself and arrangements already in place.

On stand down of the plan all staff deployed in a response should undergo a debrief. In large scale incidents this may a multi-agency debrief led by another agency. However in all cases
Kirklees Council should run their own internal debrief to more specifically identify areas for improvement in future responses.

A review of the response to an emergency situation or an exercise is essential. This provides an opportunity to evaluate efficiency, to learn from experience gained and also offers a source of information to assist in future planning, training and exercising.

Debriefs can be in the form of the following:

- **'Hot debrief’** immediately after an incident those staff involved will be given the opportunity to feedback their experiences while it is fresh in their minds.

- **Internal debrief** internal services will be brought together to share good practice and learning so that we understand the pressures within certain parts of the Council and how to support each other.

- **Multi-agency debrief** incidents that require a multi-agency response will usually require a multi-agency debrief. The lead organisation involved will request a debrief if they consider it appropriate.

The findings must be recorded and will usually follow the format of:

- What went well?
- What did not go so well?
- Areas for improvement.

A post-incident report should be created examining the Kirklees Council response. This should be based on the debriefing sessions held with officers and staff involved in the response. Within this report actions will assigned to key personnel to ensure that they are implemented and improvements in our emergency arrangements made.

On completion, this report should be sent to the Emergency Planning Team, where they are not the authors, who will then review, and if necessary make changes to, this Plan as necessary.

Post-exercise reports may, where high level changes are needed, require strategic sign-off. Where this is the case the Emergency Planning Team Manager will progress this as necessary. Where this is not required the Emergency Planning Team, or post-exercise report owner, will create an implementation report and ensure that the actions are completed by the required deadlines. One of the forums for accountability that will be considered for each report is the Kirklees Emergency Planning Group. However, where the owner of the post-exercise report is external to the Emergency Planning Team they may have their own group to which accountability for action completion can be held.
## DEBRIEF FORM

<table>
<thead>
<tr>
<th>Area</th>
<th>What Went Well</th>
<th>What Did Not Go So Well</th>
<th>Areas for Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information Sharing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Risk Assessment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Policies and Procedures</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Options / Contingencies</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Working Together</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Miscellaneous</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The areas to consider are taken from the Joint Decision Model. Please see below a basic definition:

<table>
<thead>
<tr>
<th>Area</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information Sharing</td>
<td>The information you were made aware of prior to and during the event</td>
</tr>
<tr>
<td>Risk Assessment</td>
<td>The information received relating to the potential hazards and threats</td>
</tr>
<tr>
<td>Policies and Procedures</td>
<td>The usefulness of the plans and procedures for the event (e.g. tactical plan)</td>
</tr>
<tr>
<td>Options / Contingencies</td>
<td>The arrangements to deal with unexpected situations (e.g. Plan B)</td>
</tr>
<tr>
<td>Working Together</td>
<td>Joint working arrangements</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>Any other areas you want to feedback on</td>
</tr>
</tbody>
</table>
30. LEGAL AND FINANCIAL GUIDELINES

Legal services within Kirklees Council should be consulted on matters that may have legal repercussions and to ensure actions being taken are in-line with various UK laws.

Local Government Act 1972

Section 138 (1) states "Where an emergency or disaster involving destruction of or danger to life or property occurs, or is imminent, or there is reasonable ground for apprehending such an emergency or disaster, and a principal Council are of the opinion that it is likely to affect the whole or part of their area, or all or some of its inhabitants, the Council may: -

a) Incur such expenditure as they consider necessary in taking action themselves (either alone or jointly with any other person or body and either in their area or elsewhere in or outside the United Kingdom) which is calculated to avert, alleviate or eradicate in their area or among its inhabitants, the effects or potential effects of the event.

b) Make grants or loans to others persons or bodies on conditions determined by the Council in respect of any such action taken by those persons or bodies."

Freedom of Information

The Freedom of Information Act (2000) gives anyone the right to ask any public sector organisation for the recorded information they have on any subject. Anyone can make a request for information – there are no restrictions on age, nationality or the area the requester lives. Subsequently it places a duty on public authorities to share this information.

However, despite this duty, there is a need to be aware of what information is being released and any sensitivity it may have. Therefore there are 23 reasons as to which information may be withheld from provision under freedom of information requests. The exemptions ensure a proper balance is achieved between the right to know, the right to personal privacy and the delivery of effective government.

Each individual plan within Kirklees Council will directly identify the sections under which it holds exempt from requests and the reasons why.

Under the Freedom of Information Act the following sections may be exempt from Freedom of Information requests due their sensitive nature / the risk their release could cause to individuals, key infrastructure, groups or the overall response being carried out:

- Contact Details: exempt under Section 38 of the Freedom of Information Act (Health and Safety) due to some of these numbers being ex-directory and direct-route emergency contact numbers;
- Rest Centre Locations: exempt under Section 38 of the Freedom of Information Act (Health and Safety) due to them being key welfare sites.
Data Protection Act and General Data Protection Regulations

Personal and sensitive data used within this document is protected under the Data Protection Act 2018 and General Data Protection Regulations 2018.

In-line with the Data Protection Act 2018 and General Data Protection Regulations 2018 this document will ensure that the information within it is:

- Used fairly and lawfully.
- Used for limited, specifically stated purposes.
- Used in a way that is adequate, relevant and not excessive.
- Accurate.
- Kept for no longer than is absolutely necessary.
- Handled according to people’s data protection rights.
- Kept safe and secure.
- Not transferred outside the UK without adequate protection.

Human Rights Act

This document has been implemented and reviewed in accordance with that set out with the European Convention and principles provided by the Human Rights Act 1998. The application of this plan has no differential impact on any of the articles within the Act. However, failure as to its implementation would impact on the core duties of Kirklees Council and its partners, to uphold the law and serve/protect all members of its community (and beyond) from harm.

Conditions of Service

Where an employee is required to work outside their normal working hours, as a result of emergency duty, any adjustment to pay; working hours; annual leave etc will be made in accordance with the Council’s Terms and Conditions of Service.

Cost Codes

The Emergency Planning Team has access to specifically allocated cost codes which will be used to log expenditure in response to an emergency or disaster.

These codes should be used for direct expenditure on supplies and services ordered by an Officer authorised to implement Major Incident Plan procedures. Any apportionment of staff time and indirect costs which Service Areas intend to charge against an emergency situation must be fully justified and itemised to the Finance Section who will keep the Director of Finance advised about expenditure (this could be scrutinised during any subsequent public enquiry or FOI request). Please contact the Emergency Planning Team during a major incident response to access these codes. These codes cover anything generally required to ensure the incident response from equipment to food/refreshments to accommodation etc.
Corporate Credit Cards

Within the Emergency Planning Team there are 2 Corporate Credit Cards for emergency spending during a major incident response. Please contact the Emergency Planning Team with regards to these during a response.

31. THE BELLWIN SCHEME

A Bellwin scheme may be activated in any case where an emergency or disaster involving destruction of or danger to life or property occurs and, as a result, one or more local authorities incur expenditure on, or in connection with, the taking of immediate action to safeguard life or property, or to prevent suffering or severe inconvenience, in their area or among its inhabitants. There is no automatic entitlement to financial assistance.

The annual Bellwin Scheme guidance notes and threshold information set out the terms under which Communities and Local Government is prepared to make emergency financial assistance available to local authorities (as defined in section 155(4) of the Local Government and Housing Act 1989) in England. The guidance notes and threshold information can be found at: https://www.gov.uk/government/publications/bellwin-scheme-2013-to-2014-guidance

32. MUTUAL AID

The five Local Authorities in West Yorkshire have a formal mutual aid agreement in place. There are also formal agreements with South Yorkshire Local Authorities and Derbyshire County Council. There are informal agreements with other neighbouring authorities.

Mutual aid is usually activated by a formal request by a Chief Executive Officer or other authorised person.

Mutual aid will be co-ordinated and maintained by those involved in the arrangements having regular meetings/communication as to what requires provision and what can be provided.

Mutual aid will be stood down once a response can be resources adequately under Kirklees only arrangements as usual.

33. DISASTER APPEAL SCHEME

Many UK disasters have demonstrated how the public can be very swift and generous in its response to a tragedy. The British Red Cross working in partnership with local authorities can use their resources and skilled staff to rapidly instigate an effective appeal fund.

Further information is available at: http://www.redcross.org.uk/~media/BritishRedCross/Documents/What%20we%20do/Emergency%20response/Disaster%20Appeal%20Scheme.ashx
34. CONTEST STRATEGY

CONTEST is the United Kingdom’s Counter Terrorist Strategy.

The aim of CONTEST is to reduce the risk to the UK and its interests overseas from terrorism, so that people can go about their lives freely and with confidence.

In order to deliver the requirements of CONTEST 4 separate work streams have been developed:

- **Pursue**: to stop terrorist attacks in the UK and against UK interests overseas. This means detecting and investigating threats at the earliest possible stage, disrupting terrorist activity before it can endanger the public and, wherever possible, prosecuting those responsible.
- **Prevent**: to stop people becoming terrorists or supporting terrorism.
- **Protect**: to strengthen our protection against a terrorist attack.
- **Prepare**: to mitigate the impact of a terrorist attack where that attack cannot be stopped. This includes work to bring a terrorist attack to an end and to increase the UK's resilience so it can recover from its aftermath. An effective and efficient response will save lives, reduce harm and aid recovery.

Within each region of the UK there is a Counter Terrorist Unit. Within this unit there are representatives for each of the CONTEST strands.

Within each region a regional CONTEST meeting is held which involves multi-agency representation, including representation from Kirklees Council (note: this is currently the Prevent coordinator).

Within Kirklees Council there are the following representatives departments for the CONTEST strands:

- **Prevent**: Communities and Leisure hold a Prevent coordinator post within the Community Safety team.
- **Protect**: Public Health hold the Emergency Planning Team function who represent the Protect strand and hold responsibility for ACT Awareness. Details on this delivery can be found in the Team’s ACT Awareness Strategy document. The practical implementation of ACT Awareness is identified within the Kirklees Council Evacuation Plan as ACT Volunteers may be involved in evacuation tasks.
- **Note**: There are no standing work streams within Kirklees Council for the Pursue and Prepare stands of contest.

35. TRAINING AND EXERCISING

Training and exercising will take place to ensure that staff are suitably prepared to respond to an emergency. This will ensure that those involved:

- Understand their role and that of others.
- Understand the Major Incident Plan, systems and procedures.
• Make necessary preparations.
• Perform to an agreed standard.
• Learn for experience.

Emergency Preparedness (guidance for the Civil Contingencies Act) identifies that Category One responders, which Kirklees Council are, are required to test and exercise their plans. This guide goes on to identify that testing and exercising can be discussion based, table top or live. Therefore, when carrying out tests and exercises these are the styles that will be considered and used as appropriate. Guidance on international best practice for testing and exercising will be followed as per the International Standards Organisations (ISO) 22398 Societal Security: Guidelines for Exercises and Testing document.

Further to this, Kirklees Council, as an organisation delivering and co-ordinating health services to the public are required to meet a set of standards under the Emergency Preparedness, Resilience and Response Framework. Part of this is the testing and exercising of response plans. They give the same style as the Civil Contingencies Guidance but also denote the following timescale requirements for each type, which Kirklees Council will work towards to best ensure they meet core competency requirements: discussion based 6 monthly, table top annually or live every 3 years.

Training and exercises will be led by the Emergency Planning Team. An annual Forward Plan is produced to identify and address the training and exercising needs for the Council. This Plan will include single and multi-agency training and exercising.

The Major Incident Plan is reviewed after all training and exercising to ensure that it reflects any recommendations and lessons learnt.

Training for volunteers will be carried out on an annual basis. Others with roles in emergency response under emergency plans will undergo training in an awareness raising form on a regular basis via their involvement in tests and exercises.

36. CBRN(E) AND HAZMAT

CBRN is a term used to describe chemical, biological, radiological or nuclear materials. It is often associated with terrorism. CBRN(e) is a term used to describe chemical, biological, radiological, nuclear and explosive materials. CBRN(e) terrorism is the actual or threatened dispersal of chemical, biological, radiological, nuclear material (either on their own or in combination with each other or with explosives), with deliberate criminal, malicious or murderous intent, targeted at a given population or economic or symbolic points5.

A Hazardous Material (HAMAT) incident is one involving dangerous/hazardous substances or goods, means solids, liquids, or gases that can harm people, other living organisms, property, or the environment. They not only include materials that are toxic, radioactive, flammable, explosive, corrosive, oxidizers, asphyxiates, biohazards, pathogen or allergen substances and organisms, but also materials with physical conditions or other

5 Department for Communities and Local Government (DCLG) and Chief Fire and Rescue Advisor (CFRA), Fire and Rescue Service Operational Guidance: Incidents Involving Hazardous Materials (2012, Section 7c17.5. pg. 569).
characteristics that render them hazardous in specific circumstances, such as compressed gases and liquids, or hot/cold materials\(^6\).

The general difference is that HAZMAT incidents are predominantly accidental (i.e. caused by human error or natural or technological reasons), CBRN(e) incidents are deliberate malicious acts with the intention to kill, cause sickness or disrupt society\(^7\).

Within the Kirklees area there are a number of pre-identified sites which would pose a HAZMAT risk due to their daily operations. The main sites are known as Control of Major Accident Hazard (COMAH) sites. The West Yorkshire Fire Service creates and manages the specific Multi-Agency Response Plans for these site, which are what Kirklees Council will follow. Copies of these Plans and details on the COMAH sites sit with emergency planning and will be shared as deemed appropriate based on each individual request. Kirklees Council retain the right to exempt site names and addresses from freedom of information requests under Section 38 (Health and Safety) of the freedom of information act due to their status as COMAH sites leading to their potential heightened risk of malicious attacks.

CBRN(e) incidents are likely to occur in areas more spontaneous and sites with the potential to harbour this risk are harder to identify. Where the risk does occur, the West Yorkshire CBRN(e) Concept of Operations document should be consulted as it details the multi-agency response to a CBRN(e) incident. A hard copy is held by the Emergency Planning Team as well as being available on Resilience Direct.

The West Yorkshire Scientific Technical Advice Cell (STAC) Plan details the arrangements for providing advice to commanders during the response and recovery from complex incidents involving multiple scientific and technical issues, such as HAZMAT and CBRN(e) incidents. A copy of this Plan is held by the Emergency Planning Team.

At the scene of a HAZMAT or CBRN(e) incident the lead responders will be the Fire Service (control the inner cordon/warm zone (see later in the document) and lead on a HAZMAT response), the Police (with lead during a CBRN(e) incident and the coordination of a response overall to both CBRN(e) and HAZMAT) and the Ambulance Service for rescue and treatment of those affected (particularly via the deployment of their Hazardous Area Response Teams (HART)).

Kirklees Council personnel are not trained or equipped to operate in any HAZMAT or CBRN(e) contaminated areas. The Council will, however, exercise its duty to support the response to such incidents using generic procedures. As such, the Council will:

- Send Liaison Officer(s) to multi agency Tactical Co-ordination Group to facilitate the joint response to an incident.
- Send senior representatives to attend the Strategic Co-ordination Group as required.
- Lead the multi-agency recovery process, including the chairing and providing the secretariat for the Recovery Co-ordination Group.

\(^6\) DCLG and CFRA, Fire and Rescue Service Operational Guidance: Incidents Involving Hazardous Materials (2012, Section 3.2. pg.9).

\(^7\) DCLG and CFRA, Fire and Rescue Service Operational Guidance: Incidents Involving Hazardous Materials (2012, Section 7c17.7. pg.570).
• Lead on contaminated waste management planning including the restoration of the environment to normal use.
• Ensure, in liaison with other relevant agencies, that appropriate and timely public information and advice is provided, working to the West Yorkshire Resilience Forum Media Protocol.
• Provide technical assistance to assess the stability of affected structures and provide advice on any temporary buildings/structures.
• Make Public Health/Environmental Health Officers available as the primary source of public safety advice during the response and recovery phases.
• Take an active part in any Scientific Technical Advice Cell (STAC) as directed by Public Health England in liaison with the Director of Public Health.
• Work as appropriate with Public Health England, NHS England, Clinical Commissioning Groups, Environment Agency, Health and Safety Executive and the National Poisons Unit, to gather information and assess the risk to public health during the emergency.
• Liaise with Yorkshire Water to ensure that any risks to drinking water supplies have been assessed.
• Invoke mutual aid protocols with neighbouring authorities as required.
• Activate Evacuation Centres for non-contaminated persons requiring welfare provision.
• Provide welfare support to people following a mass decontamination procedure.
• In certain circumstances, and in close collaboration with Health Services, assist (in a non-medical capacity) in accommodating those suffering minor injuries should it not be possible to process them through normal channels.
• Consider wider regeneration opportunities as part of the recovery process.

When a HAZMAT or CBRN(e) incident occurs the Police and Fire Service will put in place cordons, as usual, whereby dividing the area impacted into a Hot Zone (area directly impacted by it), Warm Zone (area where there is some minor risk) and Cold Zone (area of operation away from the risk).

These zones, and risks posed to responders, will likely vary depending on the weather conditions and the extent of the incident. The impact of the weather on the incident can be monitored via the Met Office application CHEMET (available on Met Office Hazard Manager) and this system will be accessed and monitored via Emergency Planning within Kirklees Council.

Lead responders will assess the scene of a HAZMAT or CBRN(e) incident using the STEP 1,2,3,Plus method in order to provide a response to best ensure responder safety. That is 1: if one casualty is observed with no obvious reason the responders will conduct a further operational risk assessment, 2: there are two casualties with no logical explanation whereby requiring responders to approach with caution, and finally 3Plus: there are three or more casualties with no logical explanation or cause therefore the response should employ caution.

When responding to a CBRN(e) or HAZMAT incident within the hot zone correct and appropriate Personal Protective Equipment should be worn. It is not anticipated that any
member of Kirklees Council will be deployed into this zone due to their lack of access to equipment and relevant training.

Those responding in areas near to the hot zone should be aware of any unusual symptoms within their health (e.g. difficulties breathing, burning sensations in the eyes or on the skin). Where these are noticed they should report to on-site Ambulance crews or Fire Service. They should avoid travelling to a hospital area as they risk spreading any contaminant that they may carry.

Decontamination of those who come into contact with the chemicals/hazardous materials will be decontaminated at the scene by the Ambulance Service in liaison with the Fire Service. There are two options for decontamination – dry and wet. The most appropriate will be identified and used as required. Before entering hospitals/health care facilities a full wet decontamination will be required. Decontamination of the local environment and infrastructure will be carried out under direction of the Government Decontamination Service (contact details in the contact directory at the back of this Plan) and, as such, they should be involved in any recovery group set up.

Once a CBRN(e) or HAZMAT incident has been resolved becomes the issues of decontamination. Any recovery working group set up should consider this from an early stage. As part of this Kirklees Council will liaise with the Government Decontamination Service (see contact details). Other agencies may also assist as agreed via the recovery working group, or other group set up to deal with the clean-up as appropriate.

37. CHEMICAL FATALITIES

As well as the CBRN(e) and HAZMAT incidents there are also issues with more individual based chemical fatalities. Namely, these are incidents where people carry out suicide by chemical exposure.

The overall response will be managed by the Police and Fire service as per their own procedures. Kirklees Council, where informed, should liaise as necessary with these agencies carrying out the necessary actions as appropriate. Evacuations of nearby properties and the closure/diversion of roads may be necessary, usual plans and procedures should be followed in these cases. Kirklees Council may also be called upon once the body has been recovered and the scene closed down to dispose to the chemical agent involved.

Where this is the case they should contact Chem Waste LTD as per usual procedures in the contacts list at the back of this Plan.

38. MARAUDING TERRORIST FIREARMS ATTACK

A Marauding Terrorist Firearms Attacks (MTFA) incident is a shooting and/or explosive incident in a public place. Within the police this will be known as an Operation Plato response. This risk is based on a number of international incidents over the last few years (such as Mumbai (2008) and the Norway Anders Breivik shootings (2011)).

In the case of such an incident within Kirklees, West Yorkshire Police will lead the response. The overall response of multi-agency partner’s is documented within the WYRF MTFA
Concept of Operations. However, each agency will have its own detailed set of response procedures.

On notification of an MTFA incident Kirklees Council will open their emergency control centre as per usual procedures and also consider opening an evacuation centre. Where the Police establish a Survivor Reception Centre Kirklees Council will deploy resources as appropriate. Kirklees Council will deploy the relevant people to any Silver and Gold groups as well as to warm and cold zones (as defined in CBRN(e) Section 27) as requested. Where an evacuation is instigated due to an MTFA incident then Kirklees Council will follow their Evacuation Plan as necessary.

Where Kirklees Council call centre receive calls about a possible MTFA incident they should immediately call the police and pass on information concerning location, times and any details provided. Once the Police have been contacted Kirklees Council Emergency Planning team should be informed. Any further calls into the call centre around this event/possible event should be dealt with appropriate, advising people to avoid the area and visit the Kirklees Council and/or Police website to keep up to date with information released. Kirklees Council Emergency Planning will liaise with the communications team with regards to messages to update onto our website and social media sites.

39. LOCKDOWN

During some incidents it may be necessary to remain in buildings until the situation has been resolved (e.g. CBRN, firearms etc.). Where Lockdown is needed a message will be circulated for people in affected areas to remain within buildings with all access doors locked and windows closed.

Message of lockdown, and the declaration of lockdown being over, are likely to be via the Police, however you may also be made aware of lockdown messages via the Kirklees Council Emergency Planning Team. More locally, where the Police and Emergency Planning are not involved Senior Management onsite may make the decision to lockdown based on an immediate risk identified for that specific site. Messages should be disseminated throughout buildings as appropriate, ensuring that all meeting rooms are checked and all people within them informed.

All staff should remain in buildings and make the best effort to keep visitors and members of the public in the site also. However, there are no powers in place to force people to remain in buildings.

Once buildings are locked down, move away from windows and external facing doors. Do not allow anyone else to enter the building – they may be contaminated or the person committing the offence triggering the lockdown.

40. NUCLEAR MATERIAL TRANSPORTATION

Kirklees has a number of road and rail systems which may be used during the transportation of nuclear materials. Where such things occur West Yorkshire Police/British Transport Police will be notified. However they have no obligation to pass on this information to other partners.
Where an incident occurs the Police will lead the response in close liaison with the Fire Service. Kirklees Council will interact in the response as prompted by them. The likely response from Kirklees Council will be around evacuations of any properties likely to be affected, evacuation of affected road systems if appropriate and the closure/diversion of roads affected. The Evacuation Plan and the human aspects considerations in section 26 should be used as appropriate. Decontamination procedures will be as per guidance in the CBRN(e) (Section 27) part of this Plan.

More information on a response and its considerations to incidents involving the transportation of nuclear material can be found in the MOD guidance titled “Local Authority and Emergency Service Information” (LAESI) (Version 9). This document is available from the Emergency Planning Team or at: https://www.gov.uk/government/publications/local-authority-emergency-services-information.

41. VISITS FROM PROTECTED /HIGH RISK PERSONS

This could be anyone from royalty to the Prime Minister or other high profile national party leaders to high profile celebrities.

Notice of their visits will usually be provided by West Yorkshire Police Force Planning Unit to enable appropriate planning to take place, these can either be police or council lead.

A safety advisory group may be established to provide advice on specific planning for their visit based on their individual risk and visit details.

42. ADMINISTRATIVE GUIDANCE FOR ALL EMERGENCY PLANS

The points below will be considered following the standby or full activation of any of the Kirklees Emergency Plans:

- **Business Continuity:** Emergency responses and recoveries may require a large resource input over a protracted period of time. It may be necessary to activate Kirklees Council Service Level Business Continuity Plans, or the Corporate Business Continuity Framework to ensure that Services can continue to operate at acceptable levels.

- **Kirklees Council Major Incident Plan:** The Kirklees Council Major Incident Plan gives direction and information on the following which may be required in support of this plan’s implementation and validation: communications strategy, human aspects, information sharing strategy, staff health/safety/welfare, 24/7 contact details for internal roles/departments (where appropriate) and for key external organisations/groups, financing a response, legal advice, testing and exercising, briefing and de-briefing, post incident/exercise reports, data protection, human rights, equality and diversity, and freedom of information requests.

- **Owner and Audience:** All Kirklees Emergency Plans are owned by Kirklees Council. The intended audience for each plan is any internal role or any external group/organisation that may be involved in a response to emergency incidents covered within each plan.

- **Data Retention:** Documentation will be retained in-line with ISO 15489.
• **Decisions and Rationale:** All, decisions, actions and associated rationales should be recorded throughout a response and recovery.

• **GSC**: The Government Security Classifications level controls how each document can be shared and is located in the header and footer of each plan.

• **Publication and Distribution:** Each plan will be published and distributed by the Kirklees Council Emergency Planning Team. Each plan identifies how the document is published and distributed to its required audience.

• **Training, Skills and Knowledge:** It is essential that all Managers of teams with Action Cards in a plan are aware of the plan and its activation arrangements.

• **Review and Maintenance:** Each plan will be reviewed and routinely maintained by the Kirklees Council Emergency Planning Team. Plans will undergo a full review every 18 months.

• **Audit Trail:** Version control is present in each document and will be updated when changes are made to plans. Changes made will be recorded within the amendments tables in each plan.

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Emergency Planning/Major Incident Plan (Master): GSC: OFFICIAL
ACTION CARDS

A.1 : CHIEF EXECUTIVE/ DIRECTOR

NOMINATED PERSON / PEOPLE

- Chief Executive
- Director

RESPONSIBILITIES

- To have ultimate responsibility for the implementation of the Kirklees Major Incident Plan.
- Focus on the longer term and wider implications of the incident.
- Ensure appropriate management strategies are in place in order that the response of the Council harmonises with those of other organisations.
- Provide advice to partner organisations regarding the Council's overall capabilities and resources.
- To authorise appropriate expenditure.
- Ensure the Council's views are considered when preparing the strategy for the multi-agency response to the media.
- Anticipate the direction of the incident and the effect on Council services, assets and the community.
- Ensure recovery issues are taken into consideration and acted upon as appropriate.

Responsible to:

- Leader of the Council

Responsible for:

- Gold Liaison Officer
- Kirklees Council Silver Team
- Cabinet /Directors Group (DG)
## Aide-mémoire

1. Authorise the implementation of Kirklees Major Incident Plan.
2. Chair Strategic Management Team (Gold) meetings (draft Agenda template near the end of Section 001 of this Plan).
3. Ensure a log is kept of events and key policy decisions.
4. Determine strategies and priorities for the response to the incident.
5. Authorise expenditure and ensure budget monitoring processes are established for the response.
6. Nominate a Strategic Manager to attend the Police Strategic Command Group when necessary.
7. Liaise with the Leader of Council and brief members of the Council.
8. Liaise with the Media Manager to arrange regular media briefings, taking into account West Yorkshire Media Protocol.
9. Ensure the Council has a visible presence at the scene of an emergency.
10. Liaise with other strategic leads from partner organisations.
11. Ensure Business Continuity Plans are implemented to ensure critical services are maintained and restored as far as possible.
12. Consider Mutual Aid arrangements and informing the Emergency Planning Team who can co-ordinate the deployment of Council resources.
13. Consider appropriate Civic response e.g. Disaster Appeal Funds, book of condolence, lowering of flags, remembrance events etc.
14. Establish a strategy for recovery and return to normality.
A.2: GOLD LIAISON OFFICER (GLO) STRATEGIC CO-ORDINATING GROUP (SCG)

**NOMINATED PERSON / PEOPLE**

- Designated Director
- Designated Assistant Director(s)

**RESPONSIBILITIES**

- Represent the Council at the highest level of inter-agency working at the Strategic Co-ordinating Group (SCG).
- Focus on the longer term and wider implications of the incident.
- Keep the Chief Executive/Strategic (Gold) Management Team up to date with all developments.
- Recommend to the Chief Executive appropriate management strategies in order that the response of the Council harmonises with those of other organisations.
- Provide advice to the Emergency Services and other organisations regarding this Council's overall capabilities and resources.
- To authorise appropriate expenditure.
- Ensure the Council's views are considered when preparing the strategy for the multi-agency response to the media.
- Anticipate the direction of the incident and the effect on Council services, assets and the community.
- Ensure recovery issues are taken into consideration and acted upon as appropriate.

**Responsible to:**

- Kirklees Council Gold Team – Directors Group (DG)
- Chief Executive
- Leader of the Council

**Responsible for:**

- Gold Support Officer

PTO for Aide-mémoire
### Aide-mémoire

1. Obtain an initial briefing of the incident from the Duty Incident Manager (DIM) or other appropriate officer.

2. Ensure that you have possession of your Council ID, laptop (and VPN Chip), mobile phone and chargers, etc.

3. Establish communications with the Councils’ Strategic (Gold) Management Team and maintain appropriate communication link.

4. A Gold Support Officer (GSO) will be dispatched from the Council to provide advice and support as necessary.

5. Attend the SCG briefings having regard for the Council’s priorities and capabilities.

6. Ensure a written record is kept of events and key policy decisions.

7. Provide regular updates to the Strategic (Gold) Management Team.

8. Liaise with the Chief Executive regarding arrangements for handover and ensure that the GLO taking over is suitably briefed on the situation.
A.3: GOLD SUPPORT OFFICER (GSO) STRATEGIC CO-ORDINATING GROUP (SCG)

NOMINATED PERSON / PEOPLE

- Emergency Planning and Business Continuity Manager
- Principal / Senior Emergency Planning Officer

RESPONSIBILITIES

- Provide advice and support to the Gold Liaison Officer (GLO) attending the Strategic Co-ordinating Group (SCG).
- Document all key decisions and the rationale behind the decision making process on behalf of the GLO.
- Keep the Chief Executive / Strategic (Gold) Management Team up to date with all developments on behalf of the GLO.
- Establish contact between the SCG and the Strategic (Gold) Management Team on behalf of the GLO.

Responsible to:

- Gold Liaison Officer

Responsible for:

- None

PTO for Aide-mémoire
**Aide-mémoire**

1. Obtain an initial briefing of the incident from the Duty Incident Manager (DIM) or other appropriate officer.

2. Ensure that you have possession of your Council ID, laptop (and VPN Chip), mobile phone and chargers, etc.

3. Attend the SCG briefings and provide the GLO with any advice and support required.

4. Document all key decisions relative to Kirklees and the rationale behind the decision making process.

5. Undertake other duties as may be determined by the GLO.

6. Ensure the GLO considers possible issues such as:
   - Ensuring the Council has a visible presence at the scene of an emergency.
   - Considering if any Council employees or family are affected by the incident.
   - Considering Mutual Aid arrangements and informing the Emergency Planning Team who can co-ordinate the deployment of Council resources.
   - Considering appropriate Civic response e.g. Disaster Appeal Funds, book of condolence, lowering of flags, remembrance events etc.

7. Liaise with the GLO regarding arrangements for handover and ensure that the GSO taking over is suitably briefed on the situation.
A.4: ELECTED MEMBERS

NOMINATED PERSON / PEOPLE

- Elected Members
- Cabinet Members

RESPONSIBILITIES

- Act as a two way conduit between the people affected by the incident and the Council and other emergency responders providing the Council with an understanding of the concerns of the people in the affected area.
- Disseminate to the local people the work being undertaken by the Council and other emergency responders including the reasons for any decisions, which are taken, or which may be made.
- To act as spokesperson for the Council (in consultation with the Leader of the Council and the Chief Executive as appropriate).

Responsible to:

- Residents of Kirklees

Responsible for:

- Council Employees
<table>
<thead>
<tr>
<th>Aide-mémoire</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Obtain an initial briefing of the incident from the Duty Incident Manager (DIM) or other appropriate officer.</td>
</tr>
<tr>
<td>2. Ensure that no public statements or interviews are made without consultation and co-ordination with the officer leading on communications.</td>
</tr>
<tr>
<td>3. Agree the scope of useful involvement by themselves and the appropriate Area Committee(s) and/or Parish Council(s).</td>
</tr>
<tr>
<td>4. Contact other Elected Members for the Ward, advise them of the situation and agree who will represent the Ward Members at appropriate meetings.</td>
</tr>
<tr>
<td>5. Consider having a visible presence at the scene of an emergency. Ensure you are in possession of your Kirklees Council Identification, mobile phone, charger, etc.</td>
</tr>
</tbody>
</table>
| 6. Contact Members of the Area Committee(s) and/or Parish Council(s) and arrange a meeting to:  
  - Pass on details of the incident  
  - Obtain views of appropriate local bodies and residents  
  - Formulate any requests for help, information or resources/facilities and pass on to the Emergency Control Centre Manager and/or DIM. |
| 7. Liaise with the Council Leader’s office over arrangements for further activities. |
A.5: DUTY INCIDENT MANAGER (DIM)

**NOMINATED PERSON / PEOPLE**

- Emergency Planning and Business Continuity Manager
- Principal / Senior Emergency Planning Officer
- Emergency Planning Officer

**RESPONSIBILITIES**

- Manage all aspects of an initial notification of an incident/major emergency and longer term tactical management of the incident/major emergency.
- Ensure communication between strategic, tactical and operational staff is undertaken.
- Provide technical advice to management on all aspects of emergency planning.
- Act as the link to sub regional emergency planning arrangements.
- Ensure that all documentation relating to the incident is preserved for future reference.
- Ensure that an incident de-brief is undertaken and a report completed which identifies any key learning points.
- Consider use of METHANE capturing information.

**Responsible to:**

- Kirklees Council Silver Team

**Responsible for:**

- Special Operations Room Liaison Officer
- Emergency Control Centre Manager / Supervisor
- Service Area Liaison Officer
- Forward Control Officer
- Assistant Forward Control Officer

PTO for Aide-mémoire
Aide-mémoire

1. Complete and maintain an incident log. Consider opening and deployment of Emergency Control Centre staff.

2. Collate information and complete CRIP as required (template at end of Section 001 of this Plan). Consider the frequency of providing updates.

3. Consider communication with:
   - On Call Director
   - Chief Executive/Directors
   - Ward Members/Cabinet Leads/Area Committees/Mayoral Services
   - Key Council Services (see next page)
   - External partners
   - Post Messages on Kirklees website

4. Consider what command and control systems need to be established – Gold, Silver and Bronze.

5. Identify nearest suitable rest/reception centre and contact key holders. Consider opening hours and facilities needed – sleeping bags etc.

6. Contact voluntary organisations to provide welfare support for the rest/reception centre.

7. Consider a visible council presence at the scene of the incident. Ensure communication lines are established.

8. Consider sending Special Operations Room (SOR) Liaison Officer to the SOR.

9. If mutual aid is requested make arrangements to co-ordinate and monitor the deployment of Council resources.

10. Contact appropriate Service Area Liaison Officer to request a response to the incident.

11. Consider the needs of vulnerable people, where necessary consider; Care First database, Assist List, Utility Providers, Community Rangers, etc.

12. Consider staff rosters to maintain command and control systems.

13. Consider Mutual Aid arrangements.

14. Liaise with finance regarding budget monitoring.

15. Consider the correct point to begin the initiation of the Corporate Recovery Plan.

16. Ensure that you have possession of your Kirklees Council Identification, Kirklees Council Major Incident Plan, laptop (and VPN Chip), mobile phone, chargers, etc.
## LIST OF COUNCIL SERVICES / PARTNERS TO POSSIBLY KEEP INFORMED OF AN EMERGENCY

(DEPENDANT UPON THE TYPE OF EMERGENCY)

<table>
<thead>
<tr>
<th>Council Service / Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic On Call Officer</td>
</tr>
<tr>
<td>Chief Executive</td>
</tr>
<tr>
<td>Directors</td>
</tr>
<tr>
<td>Elected Members</td>
</tr>
<tr>
<td>Communications and Marketing Team</td>
</tr>
<tr>
<td>Public Health</td>
</tr>
<tr>
<td>Social Care and Well-Being</td>
</tr>
<tr>
<td>Streetscene and Housing</td>
</tr>
<tr>
<td>Customer and Exchequer (Including Kirklees Direct)</td>
</tr>
<tr>
<td>Property Services</td>
</tr>
<tr>
<td>Community Safety and Engagement</td>
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<tr>
<td>Children and Young People</td>
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<tr>
<td>IT</td>
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<tr>
<td>Environmental Health</td>
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<tr>
<td>Building Control and Licensing</td>
</tr>
<tr>
<td>Housing</td>
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<tr>
<td>Kirklees Neighbourhood Housing</td>
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<tr>
<td>Kirklees Active Leisure</td>
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<tr>
<td>Flood Drainage Team</td>
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<tr>
<td>Physical Resources and Procurement</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>External Partners</th>
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<tbody>
<tr>
<td>Locala</td>
</tr>
<tr>
<td>Huddersfield CCG</td>
</tr>
<tr>
<td>North Kirklees CCG</td>
</tr>
<tr>
<td>Mid Yorkshire Hospitals NHS Trust</td>
</tr>
<tr>
<td>Calderdale and Huddersfield NHS Foundation Trust</td>
</tr>
<tr>
<td>South West Yorkshire Partnership NHS Foundation Trust</td>
</tr>
<tr>
<td>Local Care Direct</td>
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<tr>
<td>NHS England</td>
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<tr>
<td>Public Health England</td>
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<tr>
<td>Northern Powergrid</td>
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<tr>
<td>Yorkshire Water</td>
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<tr>
<td>Northern Gas Network</td>
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<tr>
<td>British Telecoms</td>
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<tr>
<td>Environment Agency</td>
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<tr>
<td>Met Office</td>
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<tr>
<td>West Yorkshire Police</td>
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<tr>
<td>West Yorkshire Fire and Rescue Service</td>
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<tr>
<td>Yorkshire Ambulance Service</td>
</tr>
<tr>
<td>First Bus</td>
</tr>
<tr>
<td>Arriva Bus</td>
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<tr>
<td>Yorkshire Tiger</td>
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<tr>
<td>Network Rail</td>
</tr>
<tr>
<td>MHCLG – RED</td>
</tr>
<tr>
<td>West Yorkshire Resilience Forum</td>
</tr>
<tr>
<td>Neighbouring Local Authorities</td>
</tr>
<tr>
<td>Voluntary Organisations</td>
</tr>
</tbody>
</table>

Please note this is not an exhaustive list and other officers may need to be informed of the emergency, depending upon the type of emergency being responded to.
A.6: COMMUNICATION LEAD

NOMINATED PERSON / PEOPLE

- Press Office Manager
- Senior Press Officer

RESPONSIBILITIES

Co-ordinate the production and dissemination of information about the Council’s activities in response to an emergency situation. This includes:

- Issuing press releases about the Council’s response to an incident.
- Liaising with press officers from other organisations to ensure a consistent approach to the provision and delivery of information.
- Briefing Elected Members.
- Briefing and preparing Council Officers who may be required to give interviews to the media.
- The preparation of information to be used on the Council’s public websites and Intranet sites for internal staff.

Responsible to:

- Kirklees Council Silver Team

Responsible for:

- None
<table>
<thead>
<tr>
<th>Aide-mémoire</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Document incident details and events along with key decisions.</td>
</tr>
<tr>
<td>2. Request a full briefing of the incident from the Duty Incident Manager or other appropriate officer.</td>
</tr>
<tr>
<td>3. Liaise with partner agencies and prepare a press release for our response to the emergency.</td>
</tr>
<tr>
<td>4. Agree a media strategy for dealing with the emergency. Consider the requirements of West Yorkshire Media Protocol.</td>
</tr>
<tr>
<td>5. Brief officers who may have to give interviews to the media.</td>
</tr>
<tr>
<td>6. Consider the provision of information via the Council’s website and other appropriate communication methods.</td>
</tr>
<tr>
<td>7. Share any press statements with partner agency media teams.</td>
</tr>
<tr>
<td>8. Consider handover arrangements if the lead media agency changes.</td>
</tr>
</tbody>
</table>
NOMINATED PERSON / PEOPLE

- Designated officer identified at the time of the incident.
- Emergency Planning and Business Continuity Manager
- Principal Senior Emergency Planning Officer
- Emergency Planning Officer

RESPONSIBILITIES

- Represent Kirklees Council and its interests at meetings of the Multi-Agency Tactical Co-ordinating Group (Silver Command).
- Establish communications with the Strategic (Gold) Management Team, Gold Liaison Officer, Duty Incident Manager (DIM) and/or Emergency Control Centre Manager (ECCM).
- Provide advice regarding the Council's overall capabilities and resources.
- Respond to requests for equipment, resources and Council services from emergency responders.
- Anticipate the direction of the incident and the effect on Council services, assets and the community.

Responsible to:

- Kirklees Council Silver Team

Responsible for:

- None
<table>
<thead>
<tr>
<th><strong>Aide-mémoire</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Obtain an initial briefing of the incident from the Duty Incident Manager or other appropriate officer.</td>
</tr>
<tr>
<td>2. Ensure that you have possession of your Kirklees Council Identification, Kirklees Council Major Incident Plan, mobile phone, charger, etc.</td>
</tr>
<tr>
<td>3. Establish communications with the Strategic (Gold) Management Team, Gold Liaison Officer, Duty Incident Manager (DIM) and/or Emergency Control Centre Manager (ECCM).</td>
</tr>
<tr>
<td>4. Attend the multi-agency briefings having regard for the Council’s priorities and capabilities.</td>
</tr>
<tr>
<td>5. Ensure that all requests for Council assistance/resources are passed through to the DIM and/or ECC.</td>
</tr>
<tr>
<td>6. Document all key decisions relative to Kirklees and the rationale behind the decision making progress.</td>
</tr>
<tr>
<td>7. Provide regular updates to the ECCM and/or DIM.</td>
</tr>
<tr>
<td>8. Liaise with the DIM regarding arrangements for handover and ensure that the Multi-agency Silver Liaison Officer taking over is suitably briefed on the situation.</td>
</tr>
</tbody>
</table>
NOMINATED PERSON / PEOPLE

- Designated SOR Liaison Officer
- Emergency Planning and Business Continuity Manager
- Principal / Senior Emergency Planning Officer
- Emergency Planning Officer

RESPONSIBILITIES

- To attend the Police Special Operations Room (SOR) and represent Kirklees Council at SOR meetings.
- To provide the communication link between the Police SOR and Kirklees Council.
- Providing advice regarding the Council's overall capabilities and resources.
- Respond to requests for equipment, resources and Council services from other emergency responders.
- Anticipate the direction of the incident and the effect on Council services, assets and the community.

Responsible to:

- Duty Incident Manager

Responsible for:

- None
Aide-mémoire

1. Obtain an initial briefing of the incident from the Duty Incident Manager (DIM) or other appropriate officer.

2. Ensure that you have possession of your Kirklees Council Identification, Kirklees Council Major Incident Plan, mobile phone, charger, etc.

3. Establish communications with the DIM and/or Emergency Control Centre Manager (ECCM).

4. Attend the SOR briefings having regard for the Council’s priorities and capabilities.

5. Ensure that all requests for Council assistance/resources are passed through to the DIM and/or ECCM.

6. Provide regular updates to the DIM and/or ECCM.

7. Liaise with the DIM regarding arrangements for handover and ensure that the SOR Liaison Officer taking over is suitably briefed on the situation.

8. Keep a written record of events and action taken.
A.9: EMERGENCY CONTROL CENTER MANAGEMENT (ECCM)

NOMINATED PERSON / PEOPLE

- Designated Emergency Control Centre Manager
- Designated Emergency Control Centre Supervisor
- Emergency Planning and Business Continuity Manager
- Principal / Senior Emergency Planning Officer
- Emergency Planning Officer

RESPONSIBILITIES

- Operation of Emergency Control Centre (ECC) and for staff welfare therein.
- Ensure the ECC is adequately staffed.
- Ensure communications links are established and incident logs maintained.
- Monitor the incident as a whole and be aware of the strategic and tactical aims.
- Ensure that the Duty Incident Manager in kept fully briefed.

Responsible to:

- Duty Incident Manager

Responsible for:

- Call Operator(s)
### Aide-mémoire

1. On receiving call, Emergency Control Centre Manager (ECCM) should go directly to the designated ECC to assume responsibility for its efficient set up and running.

2. Ensure a record log of events is produced and preserved. This will include the supervision of receipt, flow and dispatch of information, enquiries, documentation, evaluation and recording of incident data.

3. Ensure the ECC is adequately staffed and equipped / nominate call takers / loggers and Supervisors. Oversee the welfare of all ECC staff.

4. Attend tactical management team meetings as required.

5. Provide regular briefings to the Duty Incident Manager (DIM) on operation of the ECC.

6. Such other duties as may be determined by the DIM.

7. At the end of the duty period ensure satisfactory handover / briefing is given to relief ECCM.

8. On close down of the ECC make sure all rooms are restored to a condition for normal office day to day work.
NOMINATED PERSON / PEOPLE

- Designated Emergency Control Centre Operators
- Principal / Senior Emergency Planning Officer
- Emergency Planning Officer

EMERGENCY CONTROL CENTRE RESPONSIBILITIES

- Assist in providing a rapid and effective response to the emergency, including at times outside normal working hours.
- Assist in setting up Emergency Control Centre (ECC) with allocated equipment and materials from pre-designated storage areas.
- To record all relevant details regarding the major incident on the appropriate form.
- To keep an accurate and comprehensive record of every message and item of information forwarded to the ECC from internal and external sources.
- Ensure that a record is made of all significant decisions taken in the ECC and information offered to either internal or external sources.

Responsible to:
- Emergency Control Centre Manager
- Emergency Control Centre Supervisor

Responsible for:
- None

EVACUATION CENTRE RESPONSIBILITIES

- Respond, as far as reasonably practicable, to a request for staff assistance in a Kirklees Evacuation Centre, including at times outside normal working hours.
- If number of staff allow, an Emergency Volunteer (formally known as ECC staff) should be assigned to a group of evacuees (say 10 people) on entry to the Evacuation Centre. The member of staff will:
  - Ensure evacuees are provided with an initial wristband (to identify them as an evacuee within the Reception Centre).
  - Undertake help with registration thereby speeding up the process.
  - Act as the contact for their “Team” to supply them with any updates regarding the incident.
  - Assist evacuees, as far as reasonably possible, to resolve any issues they have during their time at the Evacuation Centre.

Responsible to:
- Evacuation Centre Manager
- Evacuation Centre Deputy Manager
- Emergency Planning Officer
Responsible for:

- Group of assigned evacuees.

### Aide-mémoire

#### EMERGENCY CONTROL CENTRE RESPONSIBILITIES

1. On receiving a call the Emergency Volunteer should go directly to the designated ECC and assist in the setting up and running of the ECC.
2. To assist the Emergency Control Centre Manager (ECCM) and Supervisor with the efficient organisation and operation of communications.
3. To maintain accurate records of events and messages.
4. Pass incident related information on to the ECC Supervisor/Manager.
5. Deal with requests for service as required.
6. To provide administrative support as required.
7. Such other similar duties as determined by the ECCM, Supervisor or member of the Emergency Planning Team.

#### EVACUATION CENTRE RESPONSIBILITIES

1. On receiving a call the Emergency Volunteer should go directly to the designated Evacuation Centre and assist in the setting up the Evacuation Centre.
2. To assist the Evacuation Centre Manager with the efficient organisation and operation of communications.
3. To ensure Registration Forms, pens and wrist bands are available to give evacuees upon registration.
4. Ensure evacuees are comfortable on entry.
5. Ensure evacuees have been given an initial wristband on entry (to identify them as an evacuee within the Evacuation Centre).
6. Help evacuees to complete Registration Forms.
7. Check forms for accuracy.
8. Provide evacuees with second (different coloured) wristband to indicate they have been registered.
9. Gain update information from senior personnel and relay this information to evacuees.
10. Pass Registration Forms to appropriate members of staff to collate Casualty Bureau information.
11. Deal with requests for help from evacuees as required.
12. To provide administrative support as required.
13. Such other similar duties as determined by the Evacuation Centre Manager or member of the Emergency Planning Team.
A.11: SERVICE AREA LIAISON OFFICER (SALO)

NOMINATED PERSON / PEOPLE

- Designated Service Area Liaison Officers

RESPONSIBILITIES

- Provide the specialist service link between the incident scene, Strategic (Gold), and Tactical (Silver) Teams and their own Service Area.
- Provide specialist Service Area advice as requested.
- Arrange the provision of specialist Service Area resources and equipment as requested.
- Liaise with Assistant Director(s) in relation to resource commitments for the emergency and the maintenance of services elsewhere.
- Attend tactical (Silver) meetings as required.
- Monitor welfare arrangements for Service Area Operational Teams and arrange relief in conjunction with Forward Control and Service Area.

Responsible to:

- Assistant Director for Service Area
- Duty Incident Manager

Responsible for:

- Providing an Appropriate Response
## Aide-mémoire

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<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>Obtain an initial briefing of the incident from the Duty Incident Manager (DIM) or other appropriate officer.</td>
</tr>
<tr>
<td>2.</td>
<td>Take appropriate action to mobilise resources/equipment within the timescales required.</td>
</tr>
<tr>
<td>3.</td>
<td>Ensure that you have possession of your Kirklees Council Identification, Kirklees Council Major Incident Plan, mobile phone, charger, PPE, etc.</td>
</tr>
<tr>
<td>4.</td>
<td>Establish communications with the Emergency Control Centre, DIM and Service Area Operational Teams.</td>
</tr>
<tr>
<td>5.</td>
<td>Continue to monitor resource commitments and where necessary discuss procurement of additional resources with appropriate staff.</td>
</tr>
<tr>
<td>6.</td>
<td>Liaise with Assistant Director(s) in relation to resource commitments for the emergency and the maintenance of services elsewhere.</td>
</tr>
<tr>
<td>7.</td>
<td>Oversee the health and safety and welfare arrangements for the Service Area Operational Teams and arrange relief as necessary.</td>
</tr>
<tr>
<td>8.</td>
<td>Attend Tactical (Silver) meetings as necessary.</td>
</tr>
<tr>
<td>9.</td>
<td>Liaise with the DIM regarding arrangements for handover and ensure that the SALO taking over is suitably briefed on the situation.</td>
</tr>
</tbody>
</table>
A.12: FORWARD CONTROL OFFICER (FCO)

NOMINATED PERSON / PEOPLE

- Designated Service Officers
- Emergency Planning and Business Continuity Manager
- Principal / Senior Emergency Planning Officer
- Emergency Planning Officer

RESPONSIBILITIES

- On-site co-ordination of Kirklees Council resources.
- Together with the Assistant Forward Control Officer (AFCO) be the Council’s first point of contact for the Emergency Services, other responding agencies, Council Officers and Voluntary Organisations at the site of the incident.
- Represent Kirklees Council at on-site meetings as necessary.
- Keep the Duty Incident Manager and/or Emergency Control Centre informed of activities and occurrences.
- Offer advice and assistance to the Emergency Services and other responding agencies.

Responsible to:

- Duty Incident Manager

Responsible for:

- Assistant Forward Control Officer
- Responding Council Officers
# Aide-mémoire

1. Obtain an initial briefing of the incident from the Duty Incident Manager (DIM) or other appropriate officer.

2. Ensure that you have possession of your Kirklees Council Identification, Kirklees Council Major Incident Plan, mobile phone, charger, PPE, etc.

3. In conjunction with the Assistant Forward Control Officer (AFCO) locate the Kirklees Council Forward Control Point near to the Emergency Services Forward Control Point.

4. **Note** - this could initially be your own vehicle or the CCTV vehicle is brought over from Streetscene and Housing. Alternatively suitable premises may be identified to act as a Forward Control Point.

5. Establish communications with the DIM and/or Emergency Control Centre Manager (ECCM).

6. Attend on site briefings.

7. Ensure that all requests for Council assistance/resources are passed through to the ECC and/or DIM.

8. Liaise with all on site Kirklees Council controlled personnel to determine priorities.

9. Oversee the health and safety and welfare arrangements for all on site Kirklees Council controlled personnel.

10. Liaise with the DIM regarding arrangements for handover and ensure that the FCO taking over is suitably briefed on the situation.
NOMINATED PERSON / PEOPLE

- Group Safety Advisors

RESPONSIBILITIES

- Provide assistance to the Forward Control Officer (FCO).
- Offer health and safety advice to all Council Officers attending site.
- Assist the FCO to co-ordinate the Council’s response at the incident site.
- Together with the FCO be the Council’s first point of contact for the Emergency Services, other responding agencies, Council Officers and Voluntary Organisations at the site of the incident.
- Keep the Duty Incident Manager or Emergency Control Centre Manager informed of activities and occurrences.
- Represent Kirklees Council at on-site meetings as necessary.
- Offer advice and assistance to the Emergency Services and other responding agencies.

Responsible to:

- Forward Control Officer

Responsible for:

- Responding Council Officers (Health and Safety advice)
## Aide-mémoire

1. Obtain an initial briefing of the incident from the Duty Incident Manager (DIM) or other appropriate officer.

2. Ensure that you have possession of your Kirklees Council Identification, Kirklees Council Major Incident Plan, mobile phone, charger, PPE, etc.

3. In conjunction with the Forward Control Officer (FCO) locate the Kirklees Council Forward Control Point near to the Emergency Services Forward Control Point.

4. **Note** - this could initially be your own vehicle until the CCTV vehicle is brought over from Streetscene and Housing. Alternatively suitable premises may be identified to act as a Forward Control Point.

5. Attend on site briefings.

6. Establish communications with the DIM and/or Emergency Control Centre Manager (ECCM).

7. Ensure that all requests for Council assistance/resources are passed through to the ECC and/or DIM.

8. Liaise with all on site Kirklees Council controlled personnel to determine priorities.

9. Determine health and safety implications for all on site Kirklees Council controlled personnel and brief personnel accordingly.

10. Ensure all Kirklees Council controlled personnel have the correct PPE for attending site.

11. **Note** - additional PPE can be requested via the DIM.

12. Monitor the welfare needs of all Kirklees Council controlled personnel (i.e. food, refreshments, rest and relief periods). Welfare arrangements can be made via the Emergency Control Centre.

13. Liaise with the DIM regarding arrangements for handover and ensure that the AFCO taking over is suitably briefed on the situation.
A.14: LOGGIST

NOMINATED PERSON / PEOPLE

- Director / Assistant Director Secretarial Support

RESPONSIBILITIES

- Provide advice and support to the Gold Liaison Officer (GLO) attending the Strategic Co-ordinating Group (SCG).
- Document all key decisions and the rationale behind the decision making process on behalf of the GLO.

Responsible to:

- Gold Liaison Officer (GLO)

Responsible for:

- None

PTO for Aide-mémoire
## Aide-mémoire

1. Obtain an initial briefing of the incident from the Duty Incident Manager (DIM) or other appropriate officer.

2. Ensure that you have possession of your Kirklees Council Identification, Kirklees Council Major Incident Plan, mobile phone, charger, etc.

3. Attend the SCG briefings and provide the GLO with any advice and support required.

4. Document all key decisions relative to Kirklees and the rationale behind the decision making process.

5. Undertake other duties as may be determined by the GLO.

6. Liaise with the GLO regarding arrangements for handover and ensure that the GSO taking over is suitably briefed on the situation.
A.15: INFECTION PREVENTION AND CONTROL CO-ORDINATOR

NOMINATED PERSON / PEOPLE

- Deputy Director - Infection, Protection and Control
- Lead Nurse - Infection, Protection and Control

RESPONSIBILITIES

- Provide specialist advice with regard to infection prevention and control issues (in the context of the incident and the wider incident response).

Responsible to:

- Kirklees Council Silver Team

Responsible for:

- Local Population
- Local NHS
- Vulnerable Groups
### Aide-mémoire

1. Following notification of the incident receive a situation brief from the Silver Commander on the nature and scale of the incident and proceed to designated point as advised.

2. Risk assess the potential infection prevention and control implications of the incident for the local population e.g. transmission of causative organism, and identify the subsequent response that may require implementation.

3. Provide specialist infection prevention and control advice in conjunction with Public Health England and the Public Health Co-ordinator to the Silver Commander including measures to be taken to limit/prevent the spread of infection or infection/health protection implications arising from an incident. This may include vaccination, isolation, provision and use of personal protective equipment (PPE) etc. Such support is also likely in the event of a CBRN incident.

4. Co-ordinate and direct Infection Prevention and Control staff to visit affected areas and collect information accordingly.

5. Liaise with the Silver Commander, Public Health Co-ordinator, Commissioned Services Co-ordinator and Communications and Media Co-ordinator to ensure that appropriate infection control messages and advice are included in briefings for staff, local NHS providers and the public.

6. Collate information additional supplies required in affected areas, and liaise with key staff to support the provision of these items which may include direct support from the PCT.

7. Act as a resource for expert advice and information for the local NHS social care providers and others on related infection prevention and control issues.

8. Link to the response of the organisation and specifically organisation Silver meetings to that of the Major Outbreak Control Group or similar groups which may be established ensuring that a common situation picture is maintained across groups.
A.16: PUBLIC HEALTH CO-ORDINATOR

NOMINATED PERSON / PEOPLE

- Consultants in Public Health

RESPONSIBILITIES

- To assess the impact of the emergency on Public Health, obtaining specialist advice as required and where appropriate.
- Determine measures required to manage the Public Health aspect of the response.
- Ensure appropriate messages and advice is communicated to the public.

Responsible to:

- Kirklees Council Silver Team
- Directors of Public Health
- Regional Director of Public Health

Responsible for:

- Local Population
- Local NHS
- Vulnerable Groups
Aide-mémoire

1. Following notification of the incident receive a situation brief from the Silver Commander on the nature and scale of the incident and proceed to designated point as advised.

2. Risk assess the potential public health implications of the incident for the local population and identify the subsequent public health response that may require implementation.

3. Assess whether existing mechanisms are sufficient in managing public health aspects of the emergency,
   - If so, advise the Silver Commander and coordinate the local public health response.
   - If not, advise the Silver Commander regarding the mechanisms needed to be mobilised. This could include an initial request to convene a STAC if a CBRN incident has occurred.

4. Identify any immediate health protection messages that need to be circulated to the public, local NHS and staff working in conjunction with the Silver Commander, Infection Prevention and Control Co-ordinator and Communications and Media Co-ordinator ensuring that they are accessible to all.


6. Where appropriate notify and maintain communications with neighbouring Directors of Public Health and the Regional Director of Public Health.

7. Provide epidemiological investigations and follow-up of infected individuals as necessary in conjunction with other public health colleagues.

8. Work with Public Health England to trace individuals affected, this may include close contacts as well as individuals directly exposed.

9. For CBRN incidents arrange for the clinical management and monitoring of those casualties who have been decontaminated, but do not require treatment at hospital.

10. Ensure the needs of vulnerable groups are considered with planning a emergency response.

11. Provide public health advice on the implications of medium and long term recovery and the restoration of a new normality after the incident.
## ROLES AND RESPONSIBILITIES OF PARTNER ORGANISATIONS

<table>
<thead>
<tr>
<th>West Yorkshire Police</th>
<th>West Yorkshire Fire and Rescue Service</th>
<th>Yorkshire Ambulance Service</th>
</tr>
</thead>
</table>

### The primary areas of Police responsibility at a declared emergency are:
- The saving of life together with the other emergency services.
- The protection of property.
- The co-ordination of the emergency services, local authorities and other organisations acting in support at the scene of the incident.
- To secure, protect and preserve the scene and to control sightseers and traffic through the use of cordons.
- The investigation of the incident; securing and preserving evidence and the identification of witnesses, in conjunction with other investigative bodies where applicable.
- The collection and distribution of casualty information.
- The identification of the dead on behalf of Her Majesty’s (HM) Coroner.
- The prevention of crime.
- Short-term measures to restore normality after all necessary actions have been taken.

### The primary areas of responsibility for West Yorkshire Fire & Rescue Service at declared emergencies are:
- Rescue of casualties.
- At incidents involving fire, prevention of further escalation of the incident using firefighting measures.
- Dealing with released chemicals or other contaminants in order to save life and rescue or protect people from imminent danger.
- Manage access and egress from the gateway to the inner cordon.
- Assessment of hazards including gathering and provision of hazard information to other agencies to support decision making.
- Provide liaison and assistance to Medical/Ambulance personnel regarding casualties.
- Provide liaison and assistance to Police where necessary.
- Assist with body recovery where required.
- Liaise with the Environment Agency on environmental issues, put measures in place where possible to mitigate the effects of the incident on the environment.
- Participation in investigations and preparation of reports where necessary.

### The Ambulance Service is primarily responsible for the alerting, mobilising and coordinating at the scene all primary NHS resources necessary to deal with any incident, unless the incident is an internal health service incident. The key strategic responsibilities of the Ambulance Trusts are:
- The saving of life, in conjunction with the other emergency services and CAT 1 Responders.
- To protect the health, safety and welfare of all health service personnel on site.
- To co-ordinate the NHS communications on site and to alert the main ‘receiving’ hospitals for the receipt of the injured.
- To instigate a triage process when required.
- To treat casualties.
- To transport casualties to hospital.
- To provide clinical decontamination of casualties and to support mass decontamination.
- To mobilise the UK national reserve stock, as appropriate to Ambulance Service Pod Holding Trusts only.
- To alert and co-ordinate the work of the Voluntary Organisations enabling them to provide services appropriate to the incident and as required.
- Provide a nominated member of staff to communicate with receiving hospitals usually known as the Hospital Liaison Officer.
- Instigate the use of a Casualty Clearing Station when required.
- Have the facility to deploy and provide sufficient bulk equipment (including oxygen) to meet the requirements at the site.
<table>
<thead>
<tr>
<th>Environment Agency</th>
<th>NHS England</th>
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</thead>
<tbody>
<tr>
<td><strong>The Environment Agency</strong> will always work within the principles of Integrated Emergency Management.</td>
<td><strong>NHS England</strong></td>
</tr>
<tr>
<td><strong>At incidents involving flooding our role is to:</strong></td>
<td></td>
</tr>
<tr>
<td>• Issue Flood Warnings.</td>
<td>• Represent the NHS at Gold command. This will normally be Accountable Emergency Officer or Director on call.</td>
</tr>
<tr>
<td>• Maintenance and Operation of vital flood defences.</td>
<td>• Direct NHS resources in response to an incident (even where services are commissioned by Clinical Commissioning Groups (CCGs))</td>
</tr>
<tr>
<td>• Monitor water levels and flows, assess risk and advise the emergency services and local authorities.</td>
<td>• Coordinate planning and exercising within the health community (this includes advice and assistance to NHS organisations).</td>
</tr>
<tr>
<td>• Check flood defences and undertake essential repairs and maintenance as necessary. Monitor and clear blockages of culverts (on main rivers) and breaches in defences.</td>
<td>• Provide Media management through communications leads in healthcare organisations.</td>
</tr>
<tr>
<td>• Support the joint response by providing representatives to the various emergency control points.</td>
<td>• Set up incident coordination centre</td>
</tr>
<tr>
<td><strong>At incidents involving actual or potential environmental damage the EA will take action to:</strong></td>
<td>• Coordinate the West Yorkshire health service response to an incident</td>
</tr>
<tr>
<td>• Assess the risk of the incident to the people, environment and property.</td>
<td></td>
</tr>
<tr>
<td>• Prevent or minimize the impact of the incident on human health, the environment and property particularly where the risk is serious or immediate.</td>
<td></td>
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<tr>
<td>• Investigate and gather information and evidence for possible enforcement and legal action in accordance with its role as regulator.</td>
<td></td>
</tr>
<tr>
<td>• Ensure the owner/operator/polluter takes responsibility for the appropriate remedial actions.</td>
<td></td>
</tr>
<tr>
<td>• Where the source is not identified or the required action is not instigated by the owner/operator/polluter, consider what action to take in respect of remedial actions.</td>
<td></td>
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<tr>
<td>Environment Agency</td>
<td>NHS England</td>
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</tr>
<tr>
<td>• Ensure remedial action is undertaken in an approved, professional and competent manner and not, in general, to do the work ourselves.</td>
<td></td>
</tr>
<tr>
<td>• Recover the costs of the incident response and investigation at every opportunity.</td>
<td></td>
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<tr>
<td>Public Health England (Locally: Yorkshire and Humberside Branch) (formerly Health Protection Agency)</td>
<td>Clinical Commissioning Groups</td>
</tr>
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</table>
| • Be engaged in preparedness, planning and exercising for declared emergencies with partner agencies.  
• Assess the risk posed to the health of the population from the incident in collaboration with the Director of Public Health (DPH).  
• Provide expert health protection input to the Tactical Co-ordinating Group.  
• Provide expert health protection input to a Scientific and Technical Advice Cell (STAC) when convened.  
• In collaboration with other agency expertise, advise on surveillance and investigation methods to better define the impact on human health, and check the effectiveness of counter-measures.  
• Provide health protection advice to the public and other agencies, including the NHS on actions to be taken to protect health.  
• In collaboration with the DPH, advise Police Commanders on the health considerations of a decision, for example evacuation versus sheltering decision (through STAC or otherwise).  
• Supported by Regional Communications Manager of Public Health England, prepare health protection components of agreed media statements in liaison with police and NHS England.  
Provide health protection advice during the recovery phase. | • CCGs are recognised Category 2 Responders under the Civil Contingencies Act (2004). As such they will ensure that they have their own response (including business continuity) and recovery plans in place.  
• Ensure contracts with providers make provisions for Emergency Preparedness, Resilience and Response element (including business continuity).  
• Offer support to NHS England as appropriate in their resource mobilisation.  
• Seek assurance that provider organisations are able to deliver, and are delivering, contractual obligations.  
• Cooperate and share relevant information with other responders.  
• Provide a 24/7 on-call function. | In a regional declared emergency the Northern Resilience Team will be responsible for:  
• Supporting the local response to an emergency which impacts on a number of localities within the region and providing a communications channel between central and local response structures.  
• Monitoring the wider impacts of an emergency and advising on consequence management issues.  
• Providing Mutual Aid to other Resilience Teams and Other Government Departments if requested.  
• Supporting Ministerial and VIP visits to the region which have occurred as the result of a declared emergency.  
• Attending and providing secretariat support to a Regional Civil Contingencies Committee.  
• Providing a Regional Operations Centre including equipment and support staff.  
• Ensuring that there are smoothly operating links to any Gold Commands in the region and to Central Government.  
• Brief Central Government. |
**Network Rail**

- Network Rail would become involved if there is an incident that would, or has the potential to, impact upon the normal operation of the national railway infrastructure.
- Network Rail is the lead organisation for the Rail Industry response and would provide incident command and control structure for the industry as well as providing technical and safety specialist advice.
- Network Rail would work with the local responding agencies to establish a safe system of work and would, if required, ensure that trains are stopped or cautioned and if needs be, have overhead electrical traction power switched off. Only Network Rail can arrange for trains to be stopped and traction power to be switched off and isolated.
- Network Rail would despatch a Rail Incident Officer (RIO) to act as the Industry “Silver” Commander with the Rail Incident Commander (RIC) acting as the Rail Industry “Gold” Commander. The Rail “Gold” cell will be established within the Network Rail London North Eastern Route Control Centre in York.
- Network Rail will assist, if requested, for incidents away from the railway but where rail support would be advantageous and assist with the local response. Network Rail can also be used to approach the Train Operating Companies for their assistance.

**MET Office**

- Should a weather related incident occur the Met Office can provide:
  - Advisories and warnings of severe weather leading up to and during the event via the National Severe Weather Warning Service and the Met Office website.
  - Information of all the meteorological factors, which could impact, on the event.
  - Attendance at Gold Command or SCG meetings, where possible, usually as part of S.T.A.C. Tele or video conferencing could be an alternative.
  - Consistency of meteorological information, and that all responders within “Gold” are able to utilise this information.
  - Interpretation of this information for the responders.
  - The Met Office will make available the Emergency Support website to Category 1 and 2 responders during a significant weather related event. The website will provide actual and forecast data on precipitation, wind, lightning risks and other information pertinent to the event. It will be accessed by a password section of the Met Office website. The username and password will be provided by the Met Office at the time and will only be valid for the specific event.
  - Source other scientific advice available from the Met Office and to act as a point of contact between the Met Office and responders. This will free up

**Voluntary Organisations**

- There are many different Voluntary Organisations but each one will offer support and assistance to the Local Authority in response to an emergency situation, including:
  - Evacuation Centres – providing emotional support.
  - Evacuation Centres – providing general first aid.
  - Evacuation Centres – Assist with registration, reception, information points.
  - Evacuation Centres – Serving meals / drinks.
  - 4x4 transportation.
  - Delivery of essential medicines/emergency shopping.
  - Provision of wheelchairs.
  - Transportation of persons using ambulances or minibuses (ability to transport persons in wheelchairs).
  - Providing a 24 hours service for search and rescue, trained in first aid and the evacuation of casualties from difficult locations and rural type areas.
  - Radio amateurs who are able to provide a range of 2-way communications by radio links, mobile and fixed, including relays to difficult sites, data
<table>
<thead>
<tr>
<th>Network Rail</th>
<th>Met Office</th>
<th>Voluntary Organisations</th>
</tr>
</thead>
</table>
| - Network Rail would also manage the network issues surrounding the affected area and look to work with the train operating companies to minimise disruption and look at alternative routes and the introduction of bus services etc.  
- In the event of a declared emergency on the railway Network Rail would despatch its Major Incident Control and Support vehicles and also, if required, the Major Incident Command Vehicle. These vehicles are based in Doncaster. | - A response to weather related media enquiries.  
- If required and appropriate, routine forecasts and other information to be supplied to aid in the recovery phase.  
- Assistance in the audit trail by documenting all meteorological requests and responses. | - Provide 24 hour telephone service to emotionally support people in crisis or who are suicidal.  
- Transmissions and GPS tracking of mobile radio stations. |

*Network Rail would also manage the network issues surrounding the affected area and look to work with the train operating companies to minimise disruption and look at alternative routes and the introduction of bus services etc. In the event of a declared emergency on the railway Network Rail would despatch its Major Incident Control and Support vehicles and also, if required, the Major Incident Command Vehicle. These vehicles are based in Doncaster.*
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WORKING WITH A DECISION LOGGIST – GUIDANCE FOR DECISION MAKERS

Working with a Decision Loggist

<table>
<thead>
<tr>
<th>General Principles</th>
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</thead>
<tbody>
<tr>
<td>Introduce your decision loggist at any meetings and empower them with the confidence to interrupt discussions and ask for clarification.</td>
</tr>
<tr>
<td>Be clear, concise and dictate the wording that you want your decision loggist to write.</td>
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<tr>
<td>Avoid acronyms and dialect and explain any words that have multiple meanings.</td>
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<tr>
<td>Ensure that you give your decision loggist sufficient time to capture the information before you move on with discussions.</td>
</tr>
<tr>
<td>Empower the decision loggist to interrupt discussions if they feel information has been missed, requires clarity or requires context.</td>
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<tr>
<td>Ask the loggist to read out all decisions and actions before ending the meeting.</td>
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</tbody>
</table>

What information does your decision loggist need?

<table>
<thead>
<tr>
<th>Decision(s)</th>
<th>Action(s)</th>
<th>Rationale for each Decision</th>
</tr>
</thead>
</table>

After the Incident/Meeting

- Read, and sign the decision log off as a true and accurate record.
- Retain a copy of the log for a minimum of 20 years.
**INCIDENT AND DECISION LOG TEMPLATES**

**Incident Log (duplicate this page as necessary)**

<table>
<thead>
<tr>
<th>Log No</th>
<th>Date</th>
<th>Time (24 Hour)</th>
<th>Operator</th>
<th>Information, Contact Details, Decisions, Actions, Rationale</th>
<th>Action complete (Names and Time)</th>
</tr>
</thead>
<tbody>
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Post Event / Meeting

I am satisfied that this log is a true and accurate record.

Name:
Job Title:
Role during the Incident:

Signature:
### Decision Log (duplicate this page as necessary)

<table>
<thead>
<tr>
<th>Date:</th>
<th>Time:</th>
<th>Meeting/Incident:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair:</td>
<td>Log Owner:</td>
<td>Loggist:</td>
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<table>
<thead>
<tr>
<th>Name</th>
<th>Organisation / Team</th>
<th>Contact Number</th>
<th>Contact Email</th>
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</table>

**Post Event / Meeting**

I am satisfied that this log is a true and accurate record.

Name:  
Job Title:  
Role during the Incident:  
Signature:
<table>
<thead>
<tr>
<th>Log No.</th>
<th>Date</th>
<th>Time (24h)</th>
<th>Loggist Name</th>
<th>Detail</th>
<th>Action Complete</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>DECISION:</td>
<td></td>
<td>Name of the individual that completed their action and Time the action was completed</td>
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<td></td>
<td>RATIONALE:</td>
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<td>ACTION(S):</td>
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</table>
SAMPLE INCIDENT MEETING AGENDA

INCIDENT MEETING AGENDA

Description of incident: ____________________________________________________________
________________________________________________________________________________

Meeting Venue: __________________________________________________________________

Date and Time: ________________________________________________________________

Prompts for the Chair:

Ensure feedback from officers is clear and concise, for example feedback top three priorities/issues or report by exception.

Make decisions about the management of the incident, agree timescales for implementation and produce an action plan.

Ensure the maintenance of routine services as far as possible (business continuity plans).

Ensure that the communication links are in place to provide adequate communication with internal and external partner organisations and members of the public.

Start planning for recovery.

Ensure all staff deployed are briefed as necessary.

Make arrangements for staff welfare.

Make arrangements for further regular meetings in order to monitor and maintain appropriate resources.

Ensure meetings are fully minuted and these minutes are produced as soon as practicable after the meeting.

Ensure key decisions, actions and rationale are recorded.
Agenda
(based on Joint Decision Model)

1. Welcome and Introductions
2. Apologies
   - Information and Intelligence
3. Current Situation Report
   - Risks and Working Strategy
4. Impact on the Community
5. Impact on the Council
6. Communication Arrangements
   - Powers, Policies and Procedures
7. Activation of Plans and Policies
8. Authorisation of Expenditure
   - Options and Contingencies
9. Horizon Scanning
10. Recovery
   - Actions and Review
11. Review Key Decisions, Actions and Rationale
12. Agree Membership of Group
13. AOB
14. Date, Time and Location of Next Meeting
## AGENDA ITEM | GUIDANCE / POINTS TO CONSIDER

### 1. Welcome and introductions

### 2. Apologies

### 3. Current situation report
- What has happened?
- What is currently being done?
- What needs to be done?
- Which organisation is leading on the incident?
- What requests for assistance have the Council received?

### 4. Impact on the community
- How many have been affected by the emergency?
- Have vulnerable people been identified and assisted?
- How long will the community be affected?
- Do they need support?

### 5. Impact on the Council
- Service top three priorities / issues (consider reporting be exception to manage time)
- Have any staff been directly or indirectly affected by the emergency?
- Has it impacted on any of the Council’s critical activities?
- Are any interim arrangements needed to deliver critical activities?
- What resources have been deployed to deal with the emergency?
- Are there any resource implications?
- Staff welfare arrangements (e.g. staff rotas, etc.)

### 6. Communication arrangements
- How is communications maintained between the Council and partner agencies?
- What is the Council’s representation at:
  - Multi-agency Gold (if convened)
  - Multi-agency Silver (if convened)
  - On site
- Who is co-ordinating the Council’s media arrangements?
- Has a holding statement been issued?
- Is there a multi-agency press and media response?
- What is the press and media interest so far?
- Who is the lead organisation for giving public information?
- What is the information the Council should provide?
- What arrangements are being made for help lines?

### 7. Authorisation of expenditure
- What are the arrangements for authorising expenditure?
- Has a cost code been identified?

### 8. Reporting arrangements
- Who needs to be kept informed about the emergency?
- Who needs to be briefed?
- How often do they need to be updated, and by whom?

### 9. Horizon scanning
- How long is the incident likely to last?
- Is the incident going to get any worse?
- What is the next threat?
- Are arrangements in place to sustain a response over the next period?

### 10. Recovery
- Identify staff to form a separate recovery team
- Implementation of the recovery plan
- Establish reporting arrangements for the recovery team

### 11. Agree membership of the group
- Who else should attend?

### 12. AOB

### 13. Time and date of next meeting
## SITREP FOR KIRKLEES COUNCIL TEAM / SERVICE AREA

<table>
<thead>
<tr>
<th>TEAM / SERVICE AREA</th>
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<tbody>
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<table>
<thead>
<tr>
<th>NAME OF OFFICER COMPLETING SITREP</th>
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<th>INCIDENT</th>
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<table>
<thead>
<tr>
<th>TOP PRIORITIES (Including Rationale)</th>
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<table>
<thead>
<tr>
<th>ISSUES/CONCERNS</th>
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<thead>
<tr>
<th>ADDITIONAL INFORMATION</th>
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</table>
## Guidance for completing the Sitrep for Kirklees Council Team / Service Area

<table>
<thead>
<tr>
<th><strong>TEAM / SERVICE AREA</strong></th>
<th>Enter your team or service area</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NAME OF OFFICER COMPLETING SITREP</strong></td>
<td>Enter your name</td>
</tr>
<tr>
<td><strong>DATE</strong></td>
<td>Enter the date</td>
</tr>
<tr>
<td><strong>TIME</strong></td>
<td>Enter the time</td>
</tr>
<tr>
<td><strong>INCIDENT</strong></td>
<td>Enter the incident the Sitrep relates to</td>
</tr>
<tr>
<td><strong>TOP PRIORITIES (Including Rationale)</strong></td>
<td>Enter the priorities of your team / service area, including the rationale as to why they are a priority. Limit to your top 5 priorities (unless it is necessary to record more than 5)</td>
</tr>
<tr>
<td><strong>ISSUES / CONCERNS</strong></td>
<td>Enter the issues / concerns that your team are facing or envisage you will face. You may or may not require assistance from other areas of the Council for these issues / concerns. Limit to your top 5 issues / concerns (unless it is necessary to record more than 5)</td>
</tr>
<tr>
<td><strong>ADDITIONAL INFORMATION</strong></td>
<td>Enter any additional information you feel necessary</td>
</tr>
</tbody>
</table>
INTERNAL SITREP FOR KIRKLEES COUNCIL

Note: Usually a member of the Emergency Planning Team would complete this Sitrep from the information from the Sitrep for Kirklees Council Teams.

<table>
<thead>
<tr>
<th>NAME OF OFFICER COMPLETING SITREP</th>
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<table>
<thead>
<tr>
<th>DATE</th>
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<table>
<thead>
<tr>
<th>TIME</th>
</tr>
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<tbody>
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<table>
<thead>
<tr>
<th>INCIDENT OVERVIEW</th>
</tr>
</thead>
<tbody>
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</tbody>
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<table>
<thead>
<tr>
<th>TOP PRIORITIES</th>
</tr>
</thead>
<tbody>
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</table>

<table>
<thead>
<tr>
<th>ISSUES / CONCERNS</th>
</tr>
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<tbody>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>ADDITIONAL INFORMATION</th>
</tr>
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</tbody>
</table>
AGENCY SITUATION REPORT (RESILIENCE DIRECT (RD) TEMPLATE).

This is a RD template and needs to be completed and loaded onto RD when requested.

Usually members of the Emergency Planning Team will complete this template and load it onto RD.

DESCRIPTION

This report is organised in such a way to assist in the creation of the summary SCG SITREP document. Please complete the details and update specifically prior to the TCG/SCG meetings.

AGENCY DETAILS

<table>
<thead>
<tr>
<th>AGENCY NAME:</th>
<th>REPORT NO: 001</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMPLETED BY:</td>
<td>TIME OF ISSUE</td>
</tr>
<tr>
<td>CONTACT DETAILS:</td>
<td></td>
</tr>
</tbody>
</table>

AGENCY SITUATION REPORTS TO INCLUDE SUMMARIES OF:

- Direct and wider impacts
- The operational response
- Significant risks, emerging issues
- Assumptions and critical uncertainties
- Forward look
- Other resilience issues arising
- RAG status explanation
- Point of contact and time/date of last update/check of the information

RAG Status UPDATE

<table>
<thead>
<tr>
<th>SITUATION</th>
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<table>
<thead>
<tr>
<th>RESPONSE</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>FORWARD LOOK</th>
</tr>
</thead>
</table>
RAG status
- The RAG status is an honest and defensible appraisal of three dimensions of the emergency: a) the situation, b) the response to it and c) foreseeable developments.

- The three dimensions are separated but are combined into a single indicator, and in the absence of a prescribed method of doing so, the RAG status will reflect the collective judgement of the Agency. This will be reflected on the SCG SITREP.

- There is no merit in ‘talking up’ or taking an unrealistically optimistic view of where things stand and how they are projected to develop.

- The relevant text entry should adequately explain the RAG status given.

- Indicators of the three levels are defined as follows:

<table>
<thead>
<tr>
<th>Color</th>
<th>SITUATION:</th>
<th>RESPONSE:</th>
<th>FORWARD LOOK:</th>
</tr>
</thead>
<tbody>
<tr>
<td>RED</td>
<td>The incident is having a strategically significant impact; normal community business has been significantly affected.</td>
<td>The response is at or has exceeded the limits of capacity or capability, and further resources are required.</td>
<td>The situation is expected to either get worse or remain at this level for the short to medium term.</td>
</tr>
<tr>
<td>AMBER</td>
<td>The incident is having a moderate impact with issues of strategic concern; normal community business has been affected, but the situation is being effectively managed.</td>
<td>The response is being managed, at this time, within current resources and through the activation of local contingency plans and/or coordinated corrective action; mutual aid might be required in the short to medium term.</td>
<td>The situation is not expected to get any worse in the short to medium term although some disruption will continue.</td>
</tr>
<tr>
<td>GREEN</td>
<td>There is limited or no strategic impact from the incident; normal community business has largely returned or is continuing.</td>
<td>Ongoing response is being managed locally, and within the capacity of pre-planned resources.</td>
<td>The situation is expected to improve with residual disruption being managed.</td>
</tr>
</tbody>
</table>

Reporting provenance and quality
The source/time and assessed quality of information should be clearly and prominently reported. Where critical uncertainties (i.e. factors that are unknown, but which have the potential to strategically alter the situation if they become known) exist they should be clearly identified and associated risks set out.

Defining concepts and terms for common understanding
Where common understanding of a concept or term is necessary for shared situational awareness it should be clearly explained. Common understanding of terms cannot be assumed – terms should be defined. Where agreed definitions exist these should normally be adopted and explained (e.g. there is a definition of ‘flood’ in the Water Flood and Water Management Act 2010). Acronyms and abbreviations should be minimised, and always explained at their first use in every issue of the SITREP.
**Examples of content** for each of the template sections, including nature and severity of impacts and other details as required. **Note** that this is an indicative list, not a comprehensive checklist to report against:

<table>
<thead>
<tr>
<th>Key locations (incl. grid reference and/or postcode)</th>
<th>Relevant timings (e.g. timescale to mobilise assets or shut down a facility)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impact on health and humanitarian assistance</td>
<td>Impact on essential services</td>
</tr>
<tr>
<td>Casualties / fatalities / missing persons</td>
<td>Electricity, gas, water, telecoms, fuel</td>
</tr>
<tr>
<td>Public Health / primary and secondary healthcare / welfare</td>
<td>Sanitation, waste management, sewage</td>
</tr>
<tr>
<td>Mortuary capacity and operations</td>
<td>Burials/cremations</td>
</tr>
<tr>
<td>Humanitarian assistance - Rest Centre and other facilities occupancy</td>
<td>Transport: aviation, maritime, rail, road, bus</td>
</tr>
<tr>
<td>Social care</td>
<td>Postal services</td>
</tr>
<tr>
<td></td>
<td>Status of reserves or alternative supplies</td>
</tr>
<tr>
<td>Economic impact</td>
<td>Environmental impact</td>
</tr>
<tr>
<td>Businesses directly and/or indirectly affected</td>
<td>Water or land contamination, air pollution</td>
</tr>
<tr>
<td>(numbers or range if estimate)</td>
<td>Waste management issues which may be associated with the response</td>
</tr>
<tr>
<td>Supply chain consequences</td>
<td>Impact on agriculture</td>
</tr>
<tr>
<td>Impact on workforce</td>
<td>Food availability/supplies</td>
</tr>
<tr>
<td>Impact on tourism</td>
<td>Animal welfare</td>
</tr>
<tr>
<td>Rural economy: farms, food production sector, etc.</td>
<td></td>
</tr>
<tr>
<td>Impact on communities</td>
<td>Response and capability issues</td>
</tr>
<tr>
<td>Private dwellings, public premises / assets</td>
<td>Specified, implied, essential, and potential tasks</td>
</tr>
<tr>
<td>Vulnerable people/groups, homecare</td>
<td>Weather: forecast and associated risks</td>
</tr>
<tr>
<td>Evacuation</td>
<td>Current status of resources / capabilities (dispositions and availability)</td>
</tr>
<tr>
<td>Housing and temporary accommodation</td>
<td>Mutual aid including military support</td>
</tr>
<tr>
<td>Community transport</td>
<td>Key considerations and assumptions</td>
</tr>
<tr>
<td>Education</td>
<td>Constraints on the operation (e.g. time, resources, sustainment, demand)</td>
</tr>
<tr>
<td>Community response; nature and extent</td>
<td>Contingency planning</td>
</tr>
<tr>
<td>Engagement by the voluntary sector</td>
<td>Capacity of local tier to respond / requests for support from national tier / central government</td>
</tr>
<tr>
<td></td>
<td>Finance, Bellwin Scheme</td>
</tr>
<tr>
<td>Emerging recovery issues</td>
<td>Criminal justice issues</td>
</tr>
<tr>
<td>Infrastructure and essential services repair and/or reconnection</td>
<td>Public order/crime</td>
</tr>
<tr>
<td>Financial assistance (e.g. business rates or council tax relief)</td>
<td>Prisons and probation</td>
</tr>
<tr>
<td>Insurance issues</td>
<td>Courts</td>
</tr>
<tr>
<td>Any bureaucracy or “red tape” challenges</td>
<td>Protection of property</td>
</tr>
<tr>
<td>Future resilience investment</td>
<td>Community safety / community cohesion Issues</td>
</tr>
<tr>
<td>Lessons (to be) identified</td>
<td></td>
</tr>
</tbody>
</table>
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