



Epsom & Ewell Borough Council

Emergency Plan

If using this plan in an emergency:

- **The Emergency Planning call out cascade provides staff contact details and initial actions**
- **Sections 5 and 6 outline responsibilities and invocation arrangements**
- **Appendix A is a first actions checklist for Leadership Team**

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DISTRIBUTION (electronically)

Internal	External
Leadership Team	Available via Resilience Direct
Incident Liaison Officers (hard copies for ILO packs)	
Available on the O drive to relevant staff	

RECORD OF AMENDMENTS

date	amendment	by	notes
August 2016	<ul style="list-style-type: none"> • amendments to reflect organisational changes • Revised Major Incident definition • Update of CHALET to METHANE acronym • Change of terminology from 'Borough Emergency Management Team' to 'Incident Management Team' • National Resilience Extranet changed to Resilience Direct • Change of review period from annual to 3 years 	GM	

FOREWORD BY CHIEF EXECUTIVE

Epsom & Ewell is a safe place to live and work. Major incidents are fortunately rare, but we do have to be prepared for emergencies. We can look back over the last few years and identify events that have directly affected us, such as snow, flooding, gas leaks, storm damage, E-coli outbreak. Our area is vulnerable to major transport accidents (road, rail and air) and to problems caused by severe weather. We, along with others, need to also plan for the possibility of a terrorist incident, whether here or nearby. Therefore, detailed and resilient emergency planning arrangements at a local and county level are required to secure an effective and timely response to an emergency or major incident.

Epsom & Ewell Borough Council is a member of Surrey's Local Resilience Forum, which comprises Chief Officers from the Emergency Services, Local Authorities, Health Protection Agency, local and regional Health Boards, Environment Agency, Armed Services, Highways Agency and the Department for Communities and Local Government. Surrey Local Resilience Forum partners work in collaboration to deliver and execute every stage of the emergency planning cycle to include planning, training, exercising and review.

It is important that we know what we would do if an incident occurred. This plan identifies roles and responsibilities of Borough Officers in the event of major incident and sets out the operational elements necessary for an effective response.

This plan is generic and complements other plans, including other EEBC plans, Surrey Local Resilience Forum plans, the Emergency Services and other responders in Surrey. Joint planning, training and exercising will make sure that together we can react quickly to protect residents, businesses and the environment of our Borough.

Frances Rutter

Chief Executive, Epsom & Ewell Borough Council

July 2016

1 INTRODUCTION

The Civil Contingencies Act (2004) places statutory duties on Epsom & Ewell Borough Council. These duties, and how the Council meets them are detailed in Epsom & Ewell Borough Council's Integrated Emergency Management Strategy. The Integrated Emergency Management Framework maps the plans / arrangements in place.

This plan and the supporting documents form part of the Council's Integrated Emergency Management (IEM) Framework and detail the arrangements to meet the obligations under the CCA (2004) regarding preventing¹, controlling and mitigating the effects of emergencies.

2 AIM OF THIS PLAN

The aim of this plan is to provide a structure whereby, as far as is reasonably practicable, the Council is able to respond to the needs of an emergency whilst continuing to provide its key functions. This plan is generic, to respond to any type of emergency. However, it is supported by other plans, including hazard specific plans and multi-agency plans.

3 OBJECTIVES

- To define plan invocation and implementation arrangements (including roles and responsibilities)
- To establish options regarding the co-ordination and control of the corporate response
- To outline arrangements for the deployment of Council staff
- To ensure, where reasonably practical, the continuation of day to day Council services and bring a timely return to normality
- To identify other procedures and arrangements integral to the Council's response
- To raise awareness of the Council's increased role during the recovery phase

4 MAJOR INCIDENT

The term 'Major Incident' describes a specific level of event / situation, and declaring a 'Major Incident' triggers a range of processes, including multi agency strategic input.

Civil Contingencies Secretariat provides a detailed definition of a major incident, but in summary it is: **an event or situation, with a range of serious consequences, which requires special arrangements to be implemented by one or more emergency responder agencies.**

It refers not only to an event/situation that has occurred, but also to the threat of an event/situation happening. It focuses on the impact of an incident, rather than the incident

¹ Prevention in this context means carrying out functions in such a way as to prevent an emergency which is imminent or which could be predicted.

itself. Therefore, for a major incident to be declared the impact needs to be beyond the day to day response capability of one or more of the Category 1 responders in Surrey (Category 1 responders include the Emergency Services, Local Authorities, Health, Environment Agency). If an incident is beyond the day to day response capability of Epsom & Ewell Borough Council, a member of the Leadership Team would declare a major incident on behalf of the Council, and inform other responders.

Once an organisation has declared a major incident this puts additional responsibilities on other responders regarding supporting the response. The Surrey Major Incident Protocol outlines these and describes... **‘Declaring a Major Incident activates a range of response mechanisms, including the establishing of the Multi Agency Strategic Co-ordinating Group to consider the strategic implications and ensure a co-ordinated response’.**

JESIP (Joint Emergency Services Interoperability Principles) have been developed to improve co-ordination across all responders at the scene, including the use of the acronym METHANE for reports from the scene (see 6) and agreed decision making principles.

Gold / Silver / Bronze

There are 3 elements to the response to a major incident:

Operational – known as **Bronze** (those with physical ‘hands on’ involvement, for example firefighters, police officers controlling access to the scene, borough staff at Assistance Centres or dealing with debris clearance)

Tactical - known as **Silver** (those providing direction / resources to Bronze, for example, officers attending the Incident Control Point near the scene who decide what action is required to contain/control the incident and the various agencies’ Control Rooms, including the Borough Emergency Control Centre)

Strategic – known as **Gold** (those providing the strategic direction, including allocation of resources if limited, requests for mutual aid, forward planning, etc.). Gold would operate within an organisation, and as a multi agency group.

Lead Local Authority

During a Major Incident it will be necessary to assign one Local Authority as the Lead. If an incident is confined to one borough/district, it is usual for that Council to be the Lead Local Authority. If the incident spans more than one borough/district, or if the incident is non-site specific Surrey County Council would normally take the role of Lead Local Authority.

Multi Agency Strategic Co-ordinating Group ('Gold')

If a Major Incident is declared the Multi Agency Strategic Co-ordinating Group meets, usually at Police HQ, Mount Browne, Guildford GU3 1HG. This brings together strategic leads from across the responders. As a Borough Council, Epsom & Ewell Borough Council is not a standing member of this group, unless identified as the Lead LA. Even if not the lead LA, Borough Councils may be asked to attend / can request to attend. The expectation is that the CE or Director would attend these meetings, together with a Gold Support Officer.

If not attending Epsom & Ewell Borough Council is represented at the meetings by another Borough / District Council (if in attendance) or Surrey County Council. The Surrey LRF Major Incident Protocol (section 1) details the arrangements.

Multi agency co-ordination of 'rising tide' / multi-site / non site specific incidents

Strategic (Gold) level co-ordination is through the Multi Agency Strategic Co-ordinating Group (see above). The tactical (Silver) response to 'rising tide' incidents (where an incident is anticipated – e.g. severe weather) is normally through regular multi agency teleconferences, used to ensure a common recognised information picture, to update on capabilities/resources and agree any appropriate actions. Epsom & Ewell BC may be asked to take an active role, either as the borough impacted or to support the impacted borough/s.

Phases of an Emergency

Regardless of scale, the response to any emergency broadly divides into four phases:

Initial Response – involving the protection of life, property and the environment and will primarily be the responsibility of the Emergency Services, with support from other agencies as needed.

Consolidation – the Emergency Services will have the opportunity to consolidate their response, with the Local Authorities and other partners taking an increasing role by providing a wide range of services, support and resources on request.

Recovery – will involve the restoration of the environment, facilities and services as well as the aftercare and welfare of the people / communities involved. Primary responsibility will shift from the Emergency Services to the lead Local Authority. The Surrey LRF Major Incident Protocol (section 10) details the Surrey arrangements, and the Recovery Linking Document summaries these arrangements from an Epsom & Ewell BC perspective.

Restoration – once the immediate aftermath of the incident has been dealt with, and facilities and services reinstated, there may be more work to endeavour to restore the area and to enable the communities and people affected to 'get on with their lives'. In some cases this may be ongoing (e.g. memorial services commemorating the anniversary of the incident).

5 ROLES AND RESPONSIBILITIES IN A MAJOR INCIDENT

Surrey Major Incident Protocol (SMIP) is a Surrey LRF document that outlines the multi-agency response, including the roles and responsibilities of all responders in a major incident.

Primary Responsibilities of Epsom & Ewell Borough Council

- Support the Emergency Services and other agencies involved in the response to an emergency
- The provision of a wide range of support services in line with the Council's normal service arrangements (details below)
- The provision of suitable accommodation for emergency evacuation
- To act as the lead organisation for the recovery and return to normality phase
- At the same time maintain the Council's services at an appropriate level

Specific Borough Council areas of responsibility during a Major Incident

- Support the Emergency Services / liaise with the Emergency Services
- Provide advice on food safety and preventing disease
- Close footpaths and open spaces (in collaboration with Surrey County Council)
- Set up the Borough Emergency Control Centre (if needed)
- Provision of equipment (e.g. heavy lifting), via contractors
- Media management (in conjunction with other responders)
- Provision of sandbags (as outlined in the Council's Sandbag Policy)
- Provision of public information (in collaboration with other responders)
- Advice on structural conditions
- Repairs, demolition and clearance
- Waste collection
- Transport (with Surrey County Council)
- Assistance Centres
- Emergency Housing
- Identification of Vulnerable People

Many of these responsibilities are part of the day to day work of the Council, whilst others are specific to an incident.

Assistance Centres provide refuge and support to people impacted by an incident. There are five different types of Centre (details in the SLRF Emergency Assistance Centre Plan)

Survivor Reception Centre – for people who have survived the incident, safe haven whilst Police have opportunity to interview (as witnesses) and/or take details for Casualty Bureau. Police lead with LA support.

Family & Friends Centre – for people who have loved ones unaccounted for in an incident. Police lead with LA support.

Rest Centre – for people displaced from their homes by an incident. EEBC lead.

Community Assistance Centre – provides support to a local community who are impacted by an incident but do not evacuate (e.g. provision of advice, hand out electric fires if gas outage). EEBC lead.

Humanitarian Assistance Centre – to provide on-going practical and emotional support for people impacted by a large scale/profile incident (survivors, injured, bereaved, responders, etc.). SCC lead.

The Longmead Social Centre and Bourne HALL are the primary Emergency Assistance Centres in Epsom & Ewell. Other Council venues could be used if necessary. There are a number of Emergency Assistance Centre boxes, which include registration paperwork. For more information see the Borough Emergency Assistance Centre Plan.

Vulnerable People

The Council has a duty to support vulnerable people during an incident by:

- providing details of vulnerable people known to the Council in an emergency. The Surrey LRF Identifying Vulnerable People in an Emergency Plan (Part one) covers the cross Surrey arrangements, and the Identifying Vulnerable People in an Emergency Plan (Part two) focuses on the actions required of the Council. This information needs to be provided within an hour 24 hours a day, 7 days a week. The EP call out cascade includes the contact details for officers who can access this information.
- Supporting vulnerable people in their own homes (e.g. during a power cut, severe weather.) The council's Identifying Vulnerable People in an Emergency details the Council's responsibilities and actions. The Surrey LRF document – Supporting Vulnerable People in Situ details the multi agency actions that may be taken.

Site Clearance

Epsom & Ewell Borough Council may be responsible for clearing sites following a Major Incident – Surrey LRF Site Clearance Plan gives details.

Reservoirs

There is one reservoir in the borough that meets the criteria set in the Surrey LRF Reservoir Inundation Plan.

Informing the public

To ensure a consistent message to the media and the public during a major incident, there are specific arrangements in place. The Surrey LRF Major Incident Communications Plan outlines these arrangements. Consideration should be given to providing additional resources to the Contact Centre to keep the public informed, or establishing a help line.

It is the responsibility of the Lead partner to ensure that people directly impacted by an incident are provided with up to information and advice. There are a number of mechanisms (e.g. door knocking, leaflets, tannoy from vehicle/helicopter, via radio/tv, etc.) and Epsom & Ewell BC may be asked to assist. Consideration should also be given to EEBC being proactive in providing advice (e.g. leaflet drops re: EH and other advice during flooding).

Media Management

Any major incident is likely to attract a considerable amount of media attention. It is important that the media are provided with appropriate facilities – if the lead responder deems it necessary to open a Media Centre, it is the responsibility of the lead Borough/District to provide the venue and staff the facilities (mutual aid may be available to support this, see the Surrey LRF Major Incident Communications Plan). SCC holds a list of suitable venues.

Roles & Responsibilities of other Responders

Roles and responsibilities of other responders are detailed in the Surrey Major Incident Protocol but in summary:

Surrey Police – the saving of life (with the other emergency services); the co-ordination of the multi agency response at the scene; to secure, protect and preserve the scene; to investigate the incident (in conjunction with other investigative bodies); to collect and distribute casualty information; identification of the dead; the prevention of crime; family liaison; short term measures to restore normality

Surrey Fire & Rescue Service (SFRS) – life saving through search and rescue; fire fighting and fire prevention; rendering humanitarian services; detection, identification, monitoring and management of hazardous materials and protecting the environment; provision of qualified scientific advice in relation to HazMat incidents; salvage and damage control; safety management within the inner cordon

South East Coast Ambulance Service (SECamb) – save lives by working alongside other emergency services; provide a focal point for all NHS and medical resources; decontamination of casualties; identify and alert receiving hospitals; set up a casualty clearing station; prioritise casualties; prioritise casualty evacuation in appropriate vehicles

Receiving hospitals – provide and control a clinical response for managing a large number of casualties; manage communications – the media, relatives, friends, general enquiries and VIP visits.

NHS South (South East) / Clinical Commissioning Groups / other healthcare providers - have arrangements in place to meet their emergency planning responsibilities, including supporting receiving hospitals

Public Health England South East – provide advice on health related issues to responders, the public, GPs, etc. including activating the Science and Technical Advice Cell (STAC);

Surrey County Council – (some of these are also responsibilities for Borough / District Councils, see page 7) – advice on storing fuel; closing footpaths and open spaces; co-ordinating telecommunications; liaison with the emergency services; set up an Emergency Control Centre; setting up a temporary mortuary; equipment, for example, heavy lifting (via contractors); action to protect properties from flooding from highways or failure of the highway drainage system; public information; repairs/demolition/clearance; transport; waste disposal; welfare and trauma support; liaison with government departments, other Local Authorities, voluntary groups, utilities and other organisations; managing traffic (road closures and diversions).

Environment Agency – prevent / minimise the impact of an incident impacting on the environment, investigate the cause and consider enforcement action, seek remediation, clean up and restore the environment. Specific events – flooding – issue flood warnings, operate flood defence assets; pollution – seek to prevent, control and monitor the input of pollutants to the environment; other emergencies (e.g. animal disease outbreak) – provide advice and support on waste management issues and regulate disposal facilities.

Roles within the Council:

The Incident Management Team

The Incident Management Team will oversee the Borough Council's response to a major incident, while ensuring that the Council continues to meet its statutory responsibilities and maintain normal delivery of services wherever possible. It will comprise of the Chief Executive, the Director, an Emergency Planning Advisor and other officers as appropriate. The Team will meet regularly (timings agreed at the time).

Chief Executive – will determine the Council's strategic response to a major incident and co-ordinate subsequent actions. Responsible for:

- Declaring a Major Incident on behalf of the Council
- Leading the Incident Management Team
- Deciding whether to activate the Borough Emergency Control Centre
- Ensuring strategic level attendance at the Multi Agency Strategic Co-ordinating Group meetings (or liaising closely with the Borough / District representative on the Group)
- Communicating appropriate information to elected Members and the MP as necessary
- Representing the Council and providing (or nominating) the public face to the media
- Authorising establishment of a Disaster Appeal Fund (in co-ordination with Mayor)
- Managing VIP visits (in conjunction with the Police)
- Making any requests for military assistance (taking into account cost implications)
- Requesting mutual aid / authorising offers of mutual aid from other agencies
- Allocate resources to the Recovery phase (which will overlap with the Response phase), and if Epsom & Ewell is the lead LA nominate a Director to lead on the multi-agency arrangements
- Consider implementing the Corporate Business Continuity Plan if the incident itself (or the resources drawn of for the response) impacts on the Council's ability to deliver key services
- Allocating Directorate resources and personnel as appropriate
- Ensuring timely and appropriate messages are provided for the public, residents, media, Members etc. in line with Surrey arrangements
- Ensuring the wellbeing of staff involved in the response

In the absence of the CE the Director of Finance and Resources will assume this role

Director of Finance and Resources

Responsible for:

- Deputising for the CE in her absence and leading the Incident Management Team
- Allocating Directorate resources and personnel as appropriate
- Proper accounting of expenditure relating to an incident, and issuing accounting codes to enable emergency expenditure and income to be recorded
- The physical security of cash associated with an incident
- Implementing measures relating to the Bellwin Scheme (and any other appropriate scheme) to enable the claiming of recoverable costs

- Arranging for the provision of Appeal/Disaster Relief Funds (if opened or if donations are received) – more information in The British Red Cross Disaster Appeal Scheme
- Identifying and operating Emergency Assistance Centres as required and arranging for their proper management, staffing and equipping – liaising with partners as necessary
- Arranging the provision of resources (e.g. labour, plant, transport and materials) including street cleaning, debris clearance, assistance with clearing household waste in response to requests from the Emergency Services / the needs of the community/environment
- Co-ordinating contractor activities
- Planning, Building Control and Environmental Health matters

Head of Legal Services and Democratic Services

Responsible for:

- Deputising for the Director of Finance & Resources in her absence in leading the response of the Directorate
- Advising on all legal aspects of an incident
- Co-ordinating the preservation of papers, logs and documents relating to the incident

Head of Venues

Responsible for:

- Advising and assisting the Director of Finance & Resources and the nominated Emergency Assistance Centre Manager/s in the provision of Emergency Assistance Centres
- Providing as required any necessary equipment for the Borough Emergency Control Centre, and assisting with setting up / return to normal
- Ensuring the council offices are open as required
- Identifying and nominating relief Town Hall Support Officers

Head of Operational Services

Responsible for:

- The maintenance of a schedule of appropriate Borough resources
- Maintaining and issuing sandbags in line with the Council's Sandbag Policy, and drainage functions
- The co-ordination of contractors to assist in dealing with an incident.
- Maintaining the list of vulnerable people known to the Council

Please note: SCC Highways are responsible for the repair of highways and the removal of vehicles and debris clearance from highways (Highways Agency are responsible for this function on motorways and A3); arranging the provision of road diversion signs, barriers and any other equipment requested by the Police in connection with traffic diversions; co-ordinating activities of contractors enlisted to assist in these tasks.

Head of Place Development

Responsible for

- Providing advice on building surveys and structural matters, including demolition, temporary repair, renovation and erection of temporary structures
- Leading on the Surrey Local Resilience Forum's Site Clearance Plan if appropriate

Head of Housing and Environmental Services

Responsible for:

- Duties under the Surrey Local Resilience Forum's Temporary Mortuary Plan, including assisting the Police with identifying a building or area for use as a temporary holding facility for those fatally injured, pending their transportation to the Temporary Mortuary
- The provision of appropriate temporary accommodation for people left homeless by the incident
- Ascertaining details of incidents involving air pollution, damage to or contamination of water supplies, consumption of foods intended for human or animal consumption and those which pose a potential hazard to public health. On receipt of such information s/he will be responsible for liaising on health and pollution matters with:
 - Public Health England
 - Appropriate Water Companies / residents accessing water via abstraction
 - Environment Agency
 - Department for Environment, Food and Rural Affairs (DEFRA) and other Government departments
 - Health and Safety Executive (HSE)

Head of HR and Payroll

Responsible for:

- Ensuring the wellbeing of staff (including the provision of refreshments) operating from the Borough Emergency Control Centre (BECC)
- Managing the shift system within the BECC and for the Incident Management Team
- Providing information to staff regarding claiming time off in lieu, additional payments, and inform Payroll of the arrangements
- Advising on staffing issues regarding Mutual Aid

Head of ICT

Responsible for:

- Providing telephony (inc fax), IT and photocopying/printing facilities in the BECC as agreed, including setting up and return to normal
- Supporting all ICT involved in the response to an incident

Corporate Risk and Governance Manager (with the Emergency Planning/Business Continuity Advisor)

- The provision of advice / support to the Incident Management Team
- Liaising with the Council's insurers
- Standing down staff at the end of an incident (unless BECC is activated)
- Ensuring learning from the response is captured through debriefs, feedback forms, etc.

Communications Team

Responsible for:

- Gathering information in relation to the incident and assuming the duties of the Borough Information Officer
- Preparing and disseminating information (after consultation with, and on behalf of the CE) to the press, the public, staff and others
- Liaising with the Emergency Services Press Officers to ensure that borough interests are fully represented
- Liaising with the Surrey wide PRO network (PRONET) to ensure a consistent message is delivered across Surrey
- Duties as outlined in the Surrey Local Resilience Forum's Major Incident Communications Plan

All Service Heads

Responsible for:

- Identifying staff that can support the Council's response to an incident, and ensure they undertake appropriate training / exercises
- Allocating resources and personnel that may be required to ensure their service effectively responds to a major incident
- The welfare and organisation of their staff including those directly involved in the emergency response as well as those continuing in normal service delivery
- The implementation of shift working to ensure a prolonged emergency response can be effectively sustained
- Liaising closely with the Incident Management Team (via their Director) and communicating any difficulties in day to day service delivery requiring a more co-ordinated approach
- Activating their own emergency management arrangements and maintaining close liaison with the Incident Management Team and appropriate services
- Activating their Service's Business Continuity arrangements if appropriate

6 INVOCATION

The response arrangements outlined in this plan apply to any incident impacting on the borough and requiring a cross-Council response that needs to be co-ordinated and/or cannot be handled as part of the day to day business of one service, regardless of whether it has been declared a Major Incident.

Broadly speaking there are three types of incident that can impact on the borough –

- ‘big bang’, unpredicted incidents (eg fire, explosion, collision). These are usually in one location.
- incidents where there might be some warning and which impact on a wide area, or a number of areas (e.g. severe weather, flooding, plume of gas/smoke)
- ‘rising tide’ incidents, where there is an element of time to prepare, and which are not location specific (e.g. pandemic, fuel shortage, heatwave, industrial action)

In most instances, Epsom & Ewell Borough Council will be informed of an incident by the Duty Officer from the Emergency Management Team (EMT) at Surrey County Council. The EMT will contact a member of Leadership Team, the Emergency Planning and Business Continuity Advisor or the Corporate Risk and Governance Manager. If information comes from another source, one of these officers and the EMT Duty Officer should be informed. The contact number for the EMT Duty Officer is in the call out cascade.

It is important to get the caller’s name, organisation / location, contact number and any other relevant contact details. All responders use the acronym METHANE to report on incidents:

M - has a major incident been declared?

E – the exact location

T – type of incident

H – hazards at the scene (e.g. smoke, flood water, debris)

A - access routes (roads may be closed or separate routes in/out to aid responders)

N – the number of casualties (dead / severely injured / walking wounded)

E – the Emergency Services at the scene / anticipated

In addition, it is useful to find out:

- Time the incident occurred – anticipated duration
- Has evacuation taken place / taking place / possible
- What is required of Epsom & Ewell Borough Council
- Is an Incident Liaison Officer required? Where/who should he/she report to?
- What action has been taken so far – what other organisations involved

There are a number of options for co-ordinating the Council's response to an incident. The option chosen will depend on the anticipated impact, duration and type of incident.

- a) Establish the Borough Emergency Control Centre (BECC) - located in CR1, Town Hall (the Council Chamber can also be used, but there is no generator backup), with Bourne Hall or CR1/CR2, Elmbridge Borough Council as back ups. The BECC brings together officers from across the Council to co-ordinate the Council's response and ensure there is a common understanding of the incident as it develops. The Borough Emergency Control Centre Plan details the BECC arrangements. Details of the appropriate staff are in the EP Call out Cascade.
- b) Use the teleconference facility (details in the EP Call out Cascade) to bring together appropriate officers to co-ordinate the Council's response. The contact numbers for the appropriate officers are in the EP Call out Cascade.
- c) One person co-ordinate the response, with the option of a) or b) should the incident develop / become protracted. The contact numbers for appropriate officers are in the EP Call out Cascade.

The CE or Director decides whether the BECC should be activated.

Whichever option is chosen it is imperative that all calls, actions and decisions are logged (log book).

Likewise, the CE or Director will decide on the timing of the stand down of the response, and whether any on-going action is required (e.g. close the BECC and co-ordinate via a teleconference). This could be because the incident is petering out but not over, or it could be that the incident is moving from the response to the recovery phase.

In order to achieve a co-ordinated response, a common (national) Command and Control structure is used. **Bronze** refers to the operational (hands on) response. Within the Council this would include, for example, Operational Services staff involved in any clear up, or the Rest Centre. **Silver** refers to the tactical level, ensuring actions taken at Bronze level are co-ordinated and effective, and that the actions requested by Gold are carried out. Within the Council this would include the BECC and Incident Liaison Officer. If the situation requires it (significant impact / draw on resources / protracted) **Gold** make strategic decisions -- in the Council this would be member/s of Incident Management Team (see page 13).

7 MANAGING THE COUNCIL'S RESPONSE

Leadership Team (LT) are responsible for strategic decision making, influencing the short term response and longer term recovery, and also the provision of the Council's normal services where possible. However the impact, scale and profile of the incident will denote the level at which the response is managed.

The options are:

- LT meet outside of the Borough Emergency Control Centre and agree the strategic direction (receiving updates from/passing instructions to the BECC Co-ordinator / Comms Team / representative on the Multi Agency Strategic Co-ordinating Group)
- a member of LT oversees the response from within the BECC (as BECC Co-ordinator)
- a member of LT chairs the teleconference
- the response is co-ordinated by a member of LT, the Emergency Planning Advisor, or Corporate Risk and Governance Manager with the option of changing to a teleconference or opening the BECC if the incident becomes protracted / more complex.

Identification and roles of emergency management and support staff in the BECC

The call out cascade names given officers to specific roles. The Borough Emergency Control Centre Plan App B gives details of the roles/responsibilities and duties relating to each role.

The EP Call out cascade

The EP Call out cascade provides office / home / mobile phone contact details for staff that could be required to co-ordinate the response to an incident. As it contains confidential and personal information it is only circulated in paper copy.

Incident Liaison Officers

If appropriate Epsom & Ewell Borough Council may send Incident Liaison Officer/s (ILO) to the Incident Control Point (ICP) at the scene of an incident. Their role is to act as the 'eyes and ears' of the Council and provide a link between the responders at the scene and the council officer/s co-ordinating the response. There are identified ILOs (details in the EP call out cascade), who are trained and equipped for their role. Incident Liaison Officer Guidance Notes provide details of their role, shift arrangements, etc.

Assistance Centres

The purpose and types of Assistance Centres are outlined on page 10. The opening, running and closing down of the Centre is detailed in the Council's Emergency Assistance Centre Plan. The need to establish a Centre is made at the incident scene, and Epsom & Ewell Borough Council will advise regarding which venue is used.

Other roles

Depending on the nature of the incident, it might be necessary to deploy other council officers, e.g. Building Control Officers, Environmental Health Officers. These officers will be doing their 'day job', and are trained and equipped to undertake their role.

Telecommunications

A range of methods of communication are available, including landlines, mobiles, email, satellite phone and radios. The satellite phone is held by the Head of Corporate Risk & Resource Management. The Surrey LRF Technical Communications Plan summaries resources across the county and protocols.

Financial aspects of an emergency

It is essential to get approval for all significant spending and maintain accurate financial records during an emergency. It is advisable to have a dedicated cost code, and to record all expenditure centrally. The Head of Finance will provide advice and support. If non routine methods of payment are required, emergency debit cards are held by the Director of Finance and the Head of Corporate Risk. Financial recompense may be available to offset some of the costs. The Bellwin Scheme, operated by central government, may reimburse a % of some costs incurred in response to a major incident. There are strict rules regarding what is covered, time scales for claiming and the need for eligible costs to reach a threshold (£16,066 for Epsom & Ewell Borough Council in 2015/16). Other sources of recompense may be available and should be investigated / pursued at the time of a major incident, via the SLRF Business Support Group or DCLG Resilience & Emergencies Division – resilience-south@communities.gsi.gov.uk

Mutual Aid

There is a formal arrangement across the Surrey Boroughs and Districts to provide mutual aid if requested. This can provide an additional resource during an incident, and can include staff as well as equipment. Resources should be readily available on a goodwill basis, but any additional costs may need to be reimbursed. Requests for mutual aid must go via the Chief Executive/Director. It is important to ensure that any requests for mutual aid from other boroughs do not significantly compromise the Council's response to an incident.

The Voluntary Sector

There are a number of local and national Voluntary Agencies who can play a role in responding to incidents, including the Red Cross, St Johns Ambulance, WRVS, RSPCA, Raynet. The Emergency Management Team at SCC maintain the relationship with the voluntary sector on behalf of the Surrey Local Resilience Forum, and requests for voluntary sector input should go to the EMT Duty Officer (contact number on EP call out cascade).

Severe Weather

Key staff across the Council receive weather warnings from the Met Office, Environment Agency and NHS. In addition to the generic plans, specific arrangements are in place should severe weather (including flooding, ice, snow) impact on the borough. These include Severe Weather checklist (outlines actions at the time of severe weather), Severe Weather Guidance, Epsom & Ewell Multi Agency Flood Plan and the SLRF Adverse Weather Plan.

Role of Elected Members

Elected Members have a number of important functions should a major incident affect their ward. They provide political leadership and depending on the scale of the incident, guidance. Additionally they may be a great source of comfort and support to the community affected. Their local knowledge of an affected area may prove invaluable. Throughout the incident it will be the responsibility of the CE or Director to consult and advise relevant Members on their role.

Business Continuity

It may be necessary during an incident to activate the Council's Business Continuity plans. This may be because:

- the incident has impacted on the Council's ability to carry out its day to day functions
- the Council is allocating resources to mitigate/respond to the impact of the incident, drawing resources from day to day functions
- a combination of the above

The Incident Management Team will need to co-ordinate both the Emergency Plan and the Business Continuity Plan, and prioritise the allocation of staff / resources.

Stand down procedures

The CE or Director will decide on the timing of the stand down of the response, and whether any on-going action is required (eg close the BECC and co-ordinate via the teleconference). It is important that decisions are made, logged and staff/partners advised regarding the change in level of the response – to include informing / standing down:

- The BECC / officers taking part in teleconferences
- ILO/s and any other officers 'out and about' (e.g. Building Control Officers)
- Rest Centre/s (and other Assistance Centres)
- Officers at Gold
- Elected Members
- Staff on standby (including ILOs, BECC staff, officers due to go to Gold, etc.).
- Other staff (e.g. Heads of Service)
- Partners' Control Rooms

Lessons learnt

It is important to ensure that any learning that comes out of responding to an incident is identified and consideration given to better methods of working. There are a number of ways of doing this. Options include:

- Hot debrief as soon as incident is over (or at shift changes if the incident is protracted)
- Feedback forms
- Focus groups
- Structured debrief

The Emergency Planning Team will produce a report, with recommendations and once agreed will amend the Emergency Plan/s. There will also be a multi agency debrief – however, depending on the nature of the incident this might take place some time afterwards, and may be limited in scope if Inquiries or Inquests are taking place.

8 MULTI AGENCY PLANS

As well as internal arrangements, the Council also has responsibilities under a number of Surrey Local Resilience Forum multi agency plans. The Council's arrangements take into account these responsibilities and dovetail into the Local Resilience Forum's multi agency plans.

These plans form part of the Integrated Emergency Management Framework. The plans are also available on Resilience Direct (a secure extranet site).

9 PLAN MAINTENANCE PROCEDURE

This plan is scheduled to be reviewed every 3 years. The plan owner is the Chief Executive and the Emergency Planning Team is responsible for its maintenance and review.

10 TRAINING AND PLAN VALIDATION (EXERCISES)

It is important that staff involved in responding to incidents understand their role, and how it fits in with the Council / Multi-Agency response. The elements of this plan that require training and exercising are covered in supporting plans that detail these arrangements.

11 RECOVERY

Whilst in most major incidents the emergency services lead on the response phase, it is usual for Local Authorities to lead on the recovery phase. If the incident is confined to one Borough, that Borough would normally lead on recovery. If the incident spans more than one Borough, Surrey County Council lead. Depending on the scale of the emergency it may be necessary to establish a multi agency Recovery Co-ordinating Group, which would be formalised through the Multi Agency Strategic Co-ordinating Group (Gold), who also oversee the formal handover process. There will also be a number of subgroups dealing with the various aspects of the recovery.

Recovery can go on for weeks, months or even years after a major incident. Surrey LRF Recovery arrangements are in section 10 of the Surrey LRF Major Incident Protocol. The Recovery Linking document draws out the Council's responsibilities and should be read in conjunction with the multi agency plan. The recovery phase will normally commence whilst the response phase is still active, and it is imperative that responsibility for the incident is not handed over from response to recovery before the recovery arrangements have been agreed, and the appropriate agencies have allocated resources (there is a formal signed handover). Past incidents have shown that recovery is more effective if the relevant officers are co-located.

Appendix A – First actions – Leadership Team considerations

The call out cascade includes details of first actions and relevant phone numbers

Action	Comments
Establish whether a Major Incident has been declared (and which organisation/s has declared it)	If a major incident has been declared, all responders are required to support the agency/ies declaring a major incident. The multi-agency Strategic Co-ordinating Group will be established, probably at Police HQ, Mount Browne. If Epsom & Ewell is requested/requests to attend, the CE/Director and a Support Officer will be expected to attend
Consider whether Epsom & Ewell Borough Council should declare a Major Incident	If the required response to the emergency is beyond the Council's capacity (taking into account mutual aid from other LAs), CE/Director should consider declaring a major incident and would be required to ensure that other responders are informed.
Decide how the incident will be managed	Options: <ul style="list-style-type: none"> – one person is the liaison point and disseminates information / co-ordinates the response – use teleconference facility to liaise with those involved and agree tactics (including ILO, Rest Centre Manager) – set up the Borough Emergency Control Centre
Once decision is made on how the incident will be managed, advise the appropriate staff	Activate the BECC callout cascade, or advise the appropriate staff that the teleconference facility will be used, and the time of the next call
Ascertain whether an Incident Liaison Officer has been sent to the scene / put on standby.	Consider sending 2 ILOs – one as a note taker
Ascertain whether an Assistance Centre is required / consider putting on standby	Usually requested from the scene – Rest Centre (for people displaced from their homes by the incident), Survivor Reception Centre (for people involved in the incident), Family and Friends Centre (for people looking for loved ones involved in the incident)
Ascertain whether EEBC is required to provide transport / consider putting on standby	If the incident is transport related, the transport operator may provide transport. Surrey County Council may also be able to provide transport.
Liaise with the Communications Team regarding appropriate messages for press	It is important that there is a consistent message from all responders – the SLRF Communicating in a Major Incident Plan details the multi-agency arrangements
Consider how residents will be kept up to date	Ensure website is up to date, consider establishing a help line (taking into account requirement to give out a consistent multi agency message)
Keep in close contact with the Emergency Management Team, Surrey County Council	The SCC Emergency Management Team duty officer phone number is on the call out cascade
Consider the need / mechanism for updating Members / the MP / others	
Ascertain whether temporary housing may be required / consider putting on standby	
Looking at the nature of the incident, consider the likely impact and consider putting relevant operational staff / contractors on standby (e.g. waste collection, grounds maintenance, rangers)	
Ascertain whether a Building Control Officer is required	Normally BC Officers are contacted via the out of hours arrangements with Mole Valley, but in a major incident the request may come through the ILO / from the scene
Identify roads impacted and request the vulnerable people database is checked, if appropriate	The callout cascade lists staff with access to the information
If the incident is likely to be protracted consider instigating a shift system for staff (including LT)	