EPSOM & EWELL BOROUGH COUNCIL
EMERGENCY PLAN

Version 3.0 – May 2023

This plan is owned, maintained and updated by Epsom & Ewell Borough Council. All users are asked to advise Epsom & Ewell Borough Council of any changes in circumstances that may materially affect the plan in any way. Details of changes should be sent to: info@appliedresilience.org.

Assessment/Review Type	Frequency	Next Due
Full Review	Biennially	May 2025
Tabletop Exercise	Annually	May 2024

Authors: Applied Resilience on behalf of EEBC
Owner: Epsom & Ewell Borough Council Maintenance: Applied Resilience Approval: EEBC Leadership Team

How to Use This Plan

If you are responding to an Incident and need to know **initial actions** go to **page 42**

For **action cards** go to **page 43**

If you need to know what other plans to look at in an emergency go to **page 10**

If you are looking for policy and details of emergency elements, please go to **part 1**.

Version Number	Date	Status
V2	Feb 2021	Updated to new template significant changes throughout.
V21./2.2	Mar/May 2021	◦ Update to role card. ◦ Update to Bellwin section last paragragh. ◦ Update on job titles ◦ Update to Immediate action table
V2.3	Jan 2022	Updated Director job titles on page 38
V3.0	April 2023	- Full Emergency Plan Review - General Formatting - Updating links - Update to 3.0 – Incorporate new Corporate Risk Register and to mention Earthquakes. - Introduction of 5.7 – Decision Making in an Emergency - Update to 13.3 – Mutual Aid and MACA support.

QUICK REFERENCE GUIDE FOR TACTICAL LEAD

Notification of incident

Clarify details of the incident:

- **M**ajor Incident declared**;**
- **E**xact location;
- **T**ype of incident;
- **H**azards present or suspected;
- **A**ccess – routes that are safe to use;
- **N**umber, type, severity of casualties; and
- **E**mergency services present and those required.

- Time incident started and likely duration;
- Confirm requirement e.g. action or standby; and
- Ask where Incident Liaison Officers should report to if required.
- **DO NOT FORGET TO LOG**

Decide level of Council Response (it's easier to stand resources down than stand them up late)

The incident can be dealt with by deploying resources from one of the council Services E.g. Environmental Health, Operational Services

or

The emergency is significant and requires the Council's response to be coordinated and plan activated? (The need for a coordinated response of two or more council departments).

Minor Incident

Major Incident

Notify the appropriate Head of Service or nominee to respond.

Consider staffing needs of the Borough Emergency Control Centre (BECC) – initiate call out cascade. Deploy two Incident Liaison Officers to Tactical Coordinating Group (TCG) – confirm reporting lines e.g. phone number to report back to.

Monitor situation to ensure it is not becoming a major incident

Notify Other EEBC staff as appropriate for information.

(It is easier to put people on standby in hours than trying to get hold of them out of hours)

If BECC required notify Leadership Team to open the relevant building if out of hours and call a BECC Manager to open the BECC.

IMMEDIATE ACTION TABLE

The table below outlines the **key** activities that need to be carried out immediately once the plan has been activated. **This list is not exhaustive and other actions may be necessary**

Actions by Tactical lead
Notification
Removed due to sensitive contents.
Information Gathering
Removed due to sensitive contents.
Actions
Removed due to sensitive contents.

Table 1: Immediate Action Table

Table of Contents

OVERVIEW OF PLAN STRUCTURE   To support the operational response, this plan is divided into two parts.

PART 1- Policy Document

Background Information

Activation

Triggers and Notification

Response

Where- Borough Emergency Coordination Centre (BECC)

What- Duties to respond – welfare and communication

How- Requirements and Resources Available

Stand Down and Recovery

Debriefing

Psych First Aid

Recovery Group

Part 1 is a policy document that provides an overview of the legislative and policy framework relevant to the council's duties to prepare for and respond to civil emergencies and business continuity incidents.

PART 2- Operational Guidance

Activation Flowchart & Action Card

For receiver of notification

Response and Recovery

Action Cards	Logging Tips
ILO Action Card	Voluntary Support
Partners Roles and Responsibilities	Media Management and Communications
Considerations	Spending

Appendices

(Speed Sheets)

Part 2 contains the most relevant and operationally useful information for officers dealing with an incident, a firm understanding of background policy is crucial.

Spontaneous Incident/Accident e.g. fire, Terrorism crash

Surrey Emergency Response Plan
Borough Emergency Plan
BECC Plan
Borough EAC Plan
Borough Vulnerable people in an emergency
SLRF Identifying Vulnerable people in an Emergency Plan
Major Incident Communication Plan
SLRF Mass Casualty Plan
SLRF Mass Evacuation Plan
SLRF Site Clearance Plan
SLRF Temporary Mortuary Plan
SLRF Voluntary Capabilities
Surrey 4x4 Vehicle Protocol

Major loss of utility

SLRF Supporting Vulnerable people in Situ
Surrey Emergency Response Plan
Borough Emergency Plan
BECC Plan
Borough Vulnerable people in an emergency
Borough Business Continuity plan
Major Incident Communication Plan

COMAH (Control of Major Accident Hazards, High risk Site)

Major Incident Communication Plan
SLRF Emergency Assistance Centre Plan
SLRF Mass Casualty Plan
SLRF Mass Evacuation Plan
PHE South East KSS STAC Activation Plan
Surrey Emergency Response Plan
Borough Emergency Plan
BECC Plan

Reservoir inundation

SLRF Generic Reservoir Offsite Plan
SLRF Site Specific Reservoir Offsite Plan
SLRF Mass Evacuation Plan
Major Incident Communication Plan
SLRF Emergency Assistance Centre Plan
Surrey Emergency Response Plan
Borough Emergency Plan
BECC Plan
Borough Vulnerable people in an emergency
SLRF Identifying Vulnerable people in an Emergency Plan

Evacuation

Surrey Emergency Response Plan
Major Incident Communication Plan
Borough Emergency Plan
BECC Plan
Borough Rest Centre Plans
Borough Vulnerable people in an emergency
SLRF Mass Evacuation Plan

Generic Plans

Hazard Specific Incident

Fuel

SLRF Fuel Plan
Major Incident Communication Plan
PHE South East KSS STAC Activation Plan
SLRF Voluntary Capabilities
Surrey Emergency Response Plan
Borough Emergency Plan
BECC Plan
Borough Business Continuity plan

Drought

Surrey Emergency Response Plan
Borough Emergency Plan
BECC Plan
Borough Adverse Weather Plans
Borough Business Continuity plan
Borough Vulnerable people in an emergency
PHE South East KSS STAC Activation Plan
SLRF Excess Deaths Plan
Major Incident Communication Plan
SLRF Adverse Weather Plan
SLRF Drought Plan

Weather

CBRNe/Hazmat (Chemical Incident)

Major Incident Communication Plan
SLRF Emergency Assistance Centre Plan
SLRF Mass Casualty Plan
SLRF Mass Evacuation Plan
SLRF Site Clearance Plan
PHE South East KSS STAC Activation Plan
Surrey Emergency Response Plan
Borough Emergency Plan
BECC Plan
Borough Rest Centre Plans

Animal Disease

Local Authority Exotic Notifiable Animal Disease Contingency
Major Incident Communication Plan
SLRF Site Clearance Plan
PHE South East KSS STAC Activation Plan
Surrey Emergency Response Plan
Borough Emergency Plan
BECC Plan

Heatwave

Surrey Emergency Response Plan
Borough Emergency Plan
BECC Plan
Borough Adverse Weather Plans
Borough Business Continuity plan
Borough Vulnerable people in an emergency
PHE South East KSS STAC Activation Plan
SLRF Excess Deaths Plan
Major Incident Communication Plan
SLRF Adverse Weather Plan

Types of Incidents and Their Linking Plans

Flooding

Surrey Emergency Response Plan
Major Incident Communication Plan
Borough Emergency Plan
BECC Plan
Borough Rest Centre Plans
Borough Adverse Weather Plans
Borough Vulnerable people in an emergency
SLRF Multi agency Flood Plan
SLRF Site Clearance Plan
SLRF Voluntary Capabilities
Surrey 4x4 Vehicle Protocol
SLRF Identifying Vulnerable people in an Emergency Plan
SLRF Supporting Vulnerable people in Situ

Snow and ice

Surrey Emergency Response Plan
Major Incident Communication Plan
Borough Emergency Plan
BECC Plan
Borough Adverse Weather Plans
Borough Business Continuity plan
Borough Vulnerable people in an emergency
SLRF Supporting Vulnerable people in Situ
SLRF Voluntary Capabilities
Surrey 4x4 Vehicle Protocol
SLRF Adverse Weather Plan

Storms

Borough Adverse Weather Plans
Borough Vulnerable people in an emergency
SLRF Supporting Vulnerable people in Situ

Pandemic Flu

Surrey Emergency Response Plan
Major Incident Communication Plan
Borough Emergency Plan
BECC Plan
Borough Business Continuity plan
Borough Vulnerable people in an emergency
SLRF Supporting Vulnerable people in Situ
SLRF Pandemic Influenza Plan
Surrey Mass vaccination Plan
PHE South East KSS STAC Activation Plan
SLRF Excess Deaths Plan

1.0 INTRODUCTION

1.1 Aim

The aim of the plan is to outline the response of Epsom & Ewell Borough Council (EEBC) in the event of an emergency within the borough and provide useful operational detail, procedures and protocols to facilitate an effective response.

1.2 Objectives

The objectives of the plan are to:

- To define the management response structure;
- To provide guidance for the deployment and co-ordination of the borough's resources;
- To define and specify activation procedures; and
- To define and specify roles and responsibilities of EEBC and other responding agencies

1.3 Audience and Scope

This plan is aimed at all those likely to be involved in a response to an Emergency or Major Incident impacting EEBC. This plan covers the generic aspects of EEBC response to civil emergencies. It does not cover the following:

- Specific information and detail that is otherwise detailed in other plans, this may be;
  - o An EEBC internal plan (e.g. the Borough Emergency Co-ordination Centre Plan), which can be obtained from the Emergency Planning network drive, or;
  - o A multi-agency plan (e.g. the Surrey Emergency Response Plan or Surrey LRF Excess Deaths Plan), which can be obtained from ResilienceDirect.

Page 10 summarises plan linkages.

- Business Continuity arrangements, such as
  - o Loss or denial of access to an EEBC site (such as the Council Offices)
  - o Loss of utilities
  - o Loss of ICT

N.B: In some cases, a business continuity disruption will occur at the same time as a civil emergency, for example during a wide scale loss of electricity or water supply. In this instance both the Emergency Plan and Business Continuity arrangements may be activated by the EEBC Tactical lead or the Incident Management Team.

Small scale out of hours incidents (such as noise complaints, minor unauthorised encampments or other small-scale issues that fall outside of the scope of the Civil Contingencies Act and associated regulations are not covered under this plan and guidance should be managed by normal day-day arrangements within the Council.

1.4 Ownership, Maintenance and Review

This plan is owned by EEBC. Applied Resilience are responsible for this plan's creation, review, testing, exercising and maintenance. A full review of this plan will be undertaken biennially or in the event of a large organisational or legislative change. There will also be an admin review of the plan annually. It should also be reviewed as a result of lessons identified following an incident. Version control must be maintained whenever any changes are made to this plan.

The plan owner is the Chief Executive.

1.5 Testing and Exercising

A full live exercise is to take place every two years. This will be used to test and validate the plans and inform any necessary changes. A summary of the training, exercising and review timetable and method required is shown below in **Table 2.**

Training and Exercise Schedule				
	Year 1	Year 2	Year 3	Year 4
BECC Awareness Training	X		X	
ILO Training	X	X	X	X
BECC Manager Training	X	X	X	X
Emergency Plan Exercise		X		X

Table 2: Training and Exercise Schedule

2.0 CIVIL CONTINGENCIES ACT (2004)

The Civil Contingencies Act (CCA) 2004 and associated regulations and guidance is the key legislation governing emergency planning and business continuity. The chief requirement of the CCA 2004 is to maintain plans to ensure that, if an emergency occurs or is likely to occur, the Council can deliver its functions so far as necessary or desirable for the purpose of preventing the emergency, reducing, controlling or mitigating its effect, or taking other action in connection with it.

Epsom & Ewell Borough Council is a local authority and is therefore classed as a Category 1 Responder. Category 1 Responders are those organisations at the core of emergency response (and include the emergency services, The Environment Agency and NHS bodies).

Category 1 responders are subject to the full set of civil protection duties. They are required to:
Assess the risk of emergencies occurring and use this to inform contingency planning:
- Put in place emergency plans;
- Put in place Business Continuity Management arrangements;
- Promote Business Continuity in the community
- Put in place arrangements to make information available to the public about civil
- protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency;
- Share information with other local responders to enhance co-ordination;
- Co-operate with other local responders to enhance co-ordination and efficiency;

The CCA 2004 also covers Business Continuity, requiring local authorities to be able to continue providing an acceptable level of service of day-to-day services, even during an incident. This process is detailed in the Council's Business Continuity Policy and Plans. The Act also requires EEBC to promote Business Continuity to local businesses and voluntary organisations.

The Civil Contingencies Act 2004 establishes a single framework for civil protection in the United Kingdom. The framework describes integrated emergency management and comprises six related activities: anticipation, assessment, prevention, preparation, response and recovery.

Part 2 of the Act deals with emergency powers. It permits the introduction by Government of temporary special legislation to help deal with the most catastrophic of emergencies. Part 2 of the Act is not covered in this document.

The principal mechanism for the Council to participate in multi-agency co-operation under the Act is the Surrey Local Resilience Forum (SLRF) that meets at least once every quarter. It has no legal standing but acts as a mechanism to:
- Write multi agency identifying roles and responsibilities.
- Lays at multi agency command and control structures
- Support warning and informing
- Assess Risk
- Trains and Exercises

3.0 COMMUNITY RISK REGISTER AND TYPES OF EMERGENCIES

As a Category 1 responder the council has a duty to asses risks and prepare a response under the Civil Contingencies Act. This plan has been created to facilitate an EEBC response to an emergency in relation to risks as outlined in the Surrey Community Risk Register (CRR). The Surrey CRR is created and managed by Surrey's Local Resilience Forum and outlines the risks within the County, based on the National Risk Assessment and National Risk Planning Assumptions. The Surrey CRR is also published to provide public information about these risks within the County, and the control measures in place to mitigate their impact. The Register has been published in response to the Civil Contingencies Act 2004 duty. Further information can be accessed through the Surrey County Council website:

https://www.surreycc.gov.uk/community/emergency-planning-and-community-safety/emergency-planning/surreys-local-resilience-forum

Risks have been assessed for the **likelihood** of the event happening (assessed by Central Government) and the potential **impact** that it may have within the county (assessed locally by a multi-agency Risk Assessment Working Group on behalf of the Surrey Local Resilience Forum) using the Risk Matrix below;
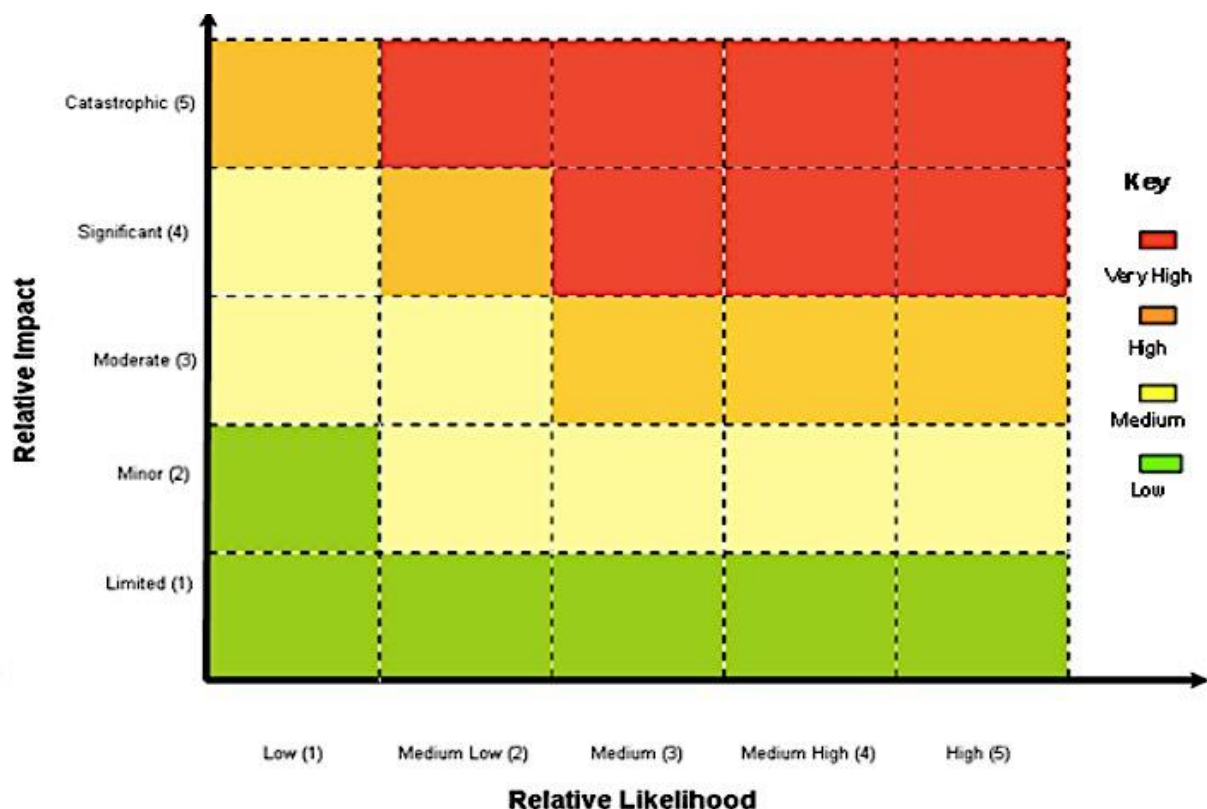
Figure 1: Diagram of Risk Matrix

The types of major emergencies with which the Council could expect to be involved in include:

Risk Rating - **Very High**:

- **Fluvial Flooding -** A significant river flood event or series of concurrent events across multiple geographic regions following a sustained period of heavy rainfall.
- **Pandemic Influenza -** A worldwide outbreak of influenza occurs when a novel flu virus emerges with sustained human to human transmission
- **National Electricity Transmission** - A total national blackout due to the loss of the GB national electricity transmission system
- **Space Weather -** Disruption to the electricity grid, 100,000 people with loss of power/rota disconnections for 1 month.
- **Emerging infectious diseases -** An outbreak originating outside of the UK with cases occurring amongst returning travelers and their close contacts.
- **Low Temperatures and Heavy Snow -** Multiple regions of the UK subject to low temperatures and snow.

Risk Rating - **High:**

- **Severe Weather** - Storms and Gales.
- **Surface Water Flooding** - Especially to a large metropolitan area.
- **Fuel Tanker Drivers** - Actual or threatened significant disruption to the distribution of fuel by road because of industrial action by fuel tanker drivers.
- **Regional Electricity transmission** – A significant failure of the electricity network across one or more regions of the U.K. for 24-72 hours.
- **Heat Wave** - Daily maximum temperatures more than 20 degrees and minimum temperatures in excess of 15 degrees over a large region of the U.K. for at least 2 weeks.
- **Food Supply Contamination** – A major contamination incident involving a microbiological pathogen in the food chain.
- **Aviation Crash -** A crash between two commercial aircraft.
- **Biological Substance Release -** Inadvertent release of a biological agent caused by an unrelated work activity.
- **Drought** - Drought because of a lack of rainfall, over several years, leading to water shortages.
- **Wildfire** – A severe wildfire spreading over an area of 1500 hectares at an urban-rural interface and lasting 7-10 days

Risk Rating - **Medium:**

- **Hazardous liquid supply infrastructure -** Fire or explosion at a fuel distribution site, or at a site storing flammable and/or toxic liquids.
- **Animals' disease -** A major outbreak of an exotic notifiable disease in animals (including birds).

- **Gas Supply Infrastructure (installations)** - Liquified gas release is exposed to a source of ignition causing fire or explosion.
- **High consequence dangerous goods** - A road or rail tanker containing dangerous goods is involved in an accident leading to a fire/explosion.
- **Toxic Chemical Release** - Large toxic chemical release caused by release of chlorine or a number of other chemicals.
- **Biological Pathogen Release** - A pathogen is inadvertently released from a containment laboratory in an urban area.
- **Industrial Action (Fuel Supply)** - Actual or threatened significant disruption to the distribution of fuel supplies by road because of an industrial action by fuel tanker drivers.
- **Water Supply Infrastructure** - Failure of water infrastructure or loss of drinking water.
- **Telecommunications** - Loss of fixed and mobile telecommunications (voice and internet access) for up to 72 hours.
- **Earthquake** - Earthquake activity that results in ground shaking with an intensity of 7 or above on the European Macro seismic Scale (EMS) that causes damage to buildings and infrastructure.
- **Volcanic Eruption** - Volcanic ash incursions for up to 25 days resulting in sporadic and temporary closures of significant parts of UK air space.
- **Influx of British Nationals** - Influx of destitute/vulnerable British Nationals who are not normally resident in the UK and cannot be accommodated by family/friends.
- **Gas Supply Infrastructure (High Pressure Pipelines)** - Fire or explosion at a gas pipeline following ignition of flammable gas under high pressure.
- **Radiation Exposure from Stolen Goods** - Incorrect handling of a stolen radioactive source leads to accidental exposure to radioactive material.
- **Prison Officers** - A single, unofficial strike by prison officers nationally, lasting more than 24 hours.

Risk Rating - **Low:**

- **Industrial Action (Public Transport)** - Strike action by key rail or London Underground staff (e.g., signalers) resulting in the total shutdown of very significant amounts of the national rail network or about 3⁄4 of the London Underground network.
- **Radiation from foreign Nuclear** - Accident at an overseas nuclear waste storage facility with impacts that reach the south coast of the UK.

This plan should remain flexible enough to be able to respond to any of the emergencies above. However, the only emergency Epsom and Ewell Borough Council would act as the lead agency for would be an Earthquake. This plan is supported by internal and LRF Hazard specific plans. In the appendix, speed sheets can be found on some of the specific hazard plans.

4.0 WHAT IS A MAJOR INCIDENT?

The Cabinet Office defines a major incident as:

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

a) 'Emergency responder agencies' describes all Category one and two responders as defined in the *Civil Contingencies Act (2004)* and associated guidance;

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

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

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

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

Declaration of a Major Incident is an important indication to other responding agencies that an incident has met the defined threshold and in many plans the term acts as an important trigger point for agency actions.

Any Category 1 responder can declare a Major Incident. However, it is good practice to have agreement from senior officers.

In practice, the emergency services usually take the lead in declaring a Major Incident, however EEBC has this prerogative, which may be used for slower build incidents, such as flooding.

Joint Emergency Services Interoperability Principles (JESIP). JESIP has been set up to ensure joint working works effectively. There are five principles:

Co-location, Communication, Co-ordination, Joint Understanding of Risk, Shared Situational Awareness and should be used in all civil emergencies. For more information see JESIP.

5.0 WHO IS INVOLVED IN EMERGENCY RESPONSE?

Within Epsom and Ewell Borough Council, it is inevitable that most staff will be involved either directly or indirectly with responding to a major incident. This is because even those with unspecified roles, or those who continue their normal duties, will be supporting the response by maintaining the normal functions of the council, perhaps having to take up tasks from other officers whilst staff resource is at a premium (Business Continuity).

There are, however, pre-identified roles that will be at the forefront of the Council's response. Coordinating efforts will be the Incident Management Team (IMT) who will ensure that EEBC is responding effectively in its own right, and in conjunction with other agencies. A full description of other agencies involved, and their role, can be found in **Part 2 Section 29**.

5.1 Command, Control and Coordination (C3)

The C3 structure for emergency response is the same at both an internal organisational level, and at a multi-agency level. There are three levels of command and control: Operational, Tactical and Strategic. The titles do not convey seniority of service or rank but represent a function. See **Figure 2 page 20** for diagrammatic view of command and control.

5.2 Operational Command (Bronze)

This is the front-line level of response for each of the responding agencies at the scene(s) of an incident. Each service will nominate operational commanders who will control and deploy the resources available and implement the decisions of the tactical commander.

If appropriate Epsom & Ewell Borough Council may send Incident Liaison Officer/s (ILO) to the Forward Command Point (FCP) at the scene of an incident. Their role is to act as the 'eyes and ears' of the Council. 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.

5.3 Tactical Command (Silver)

Tactical command determines priorities in allocating resources, plans and co-ordinates when a task will be undertaken and obtains resources as required. Tactical commanders should not become involved with the activities at the scene but concentrate on the overall general management. They implement the strategy set out by Strategic Command.

Applied Resilience will take the initial tactical lead role and will make that initial tactical plan. This may then move to a BECC Manager to run.

Some of the ILOs are also Tactical Liaison Officers so are more appropriate for going to a TCG. The ILO will attend Tactical or operational Briefings at Multi Agency level (usually near the scene of the incident) and receive up-to-date information on the situation as it unfolds. They will also take requests for Local Authority assistance/involvement to pass on to the Borough Tactical Control. ILOs pass on Borough actions and developments to the Tactical Commander (Tactical lead or BECC Manager).

5.4 Strategic Command (Gold)- Incident Management Team

Multi-agency Strategic will normally establish a Strategic Co-ordinating Group (SCG), this could be a virtual group or hosted at a physical location depending on the nature and scale of the incident. Other emergency services and local authorities will nominate senior officers to attend the SCG to agree upon policy and strategic direction for managing the incident. Surrey Police will usually chair the Strategic Group Meetings, depending on the incident/lead agency.

The Incident Management Team will act as internal EEBC Strategic. The CE is ultimately responsible.

Figure 2 depicts the C3 structure as it relates to both EEBC internally (left-hand column) and at a multi-agency level.

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 wherever possible. The impact, scale and profile of the incident will denote the level at which the response is managed.. All members of MT are expected to provide staff as required to support the response.

The options are:

- Form an Incident Management Team outside the Borough Emergency Control Centre and agree the strategic direction (receiving updates from/passing instructions to the BECC Manager/ Comms Team / rep on the multi-agency Strategic Co-ordinating Group)

- The response is coordinated by the Emergency Planning Advisor with a member of LT overseeing actions with the option of changing to a teleconference or opening the BECC if the incident becomes protracted / more complex.

The Council has a WhatsApp group for Leadership Team and other key staff to share incident updates which are non-sensitive.

Normal council Governance and delegation of powers will remain in place however a more formal structure is required in an incident. It is important all decisions and rationales are recorded. This can be done in an individual log book or IMT minutes/decision log. Appendix L holds a decision proforma where items for decision can be raised to IMT in form formal command structures (for fast pace small incidents this will be done verbally or by email and recorded in log books).

During an alert and any subsequent emergency, all responding officers must maintain a comprehensive record of all events, decisions, reasoning behind key decisions and actions taken. The Chief Executive should nominate an information manager responsible for overseeing the collection / keeping of the records after the incident.

Borough Council	Multi-agency	
Incident Management Team (IMT) ⟷	Strategic Coordination Group (SCG)	**Strategic**
Borough Emergency Coordination Centre ⟷	Tactical Coordination Group (TCG)	**Tactical**
Council Departments ⟷	Operational Teams	**Operational**
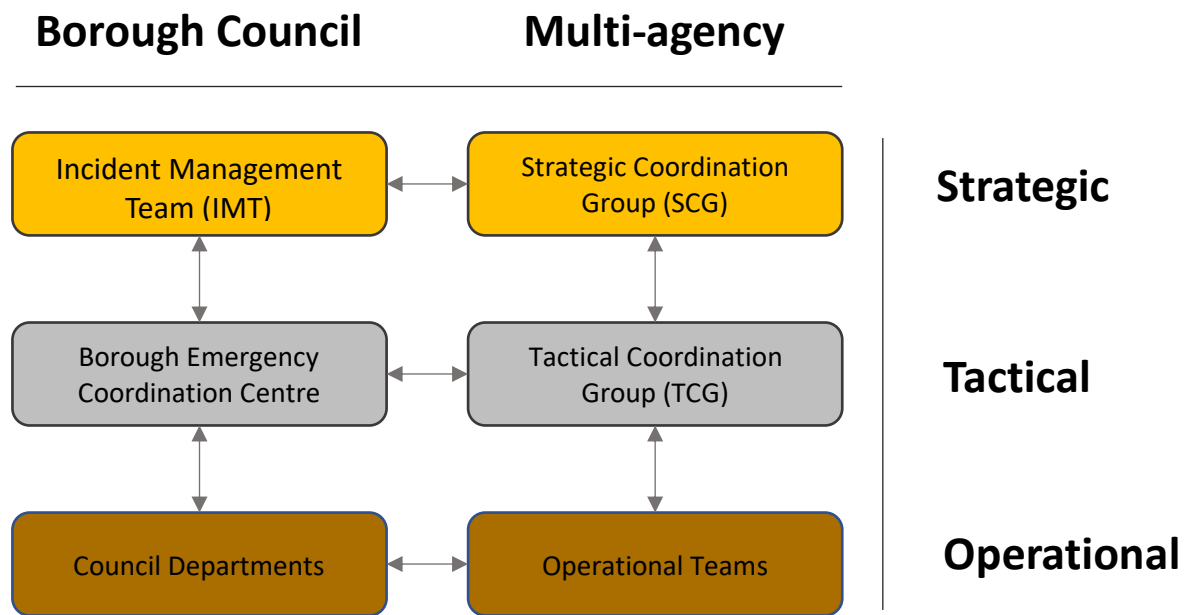
Figure 2: C3 structure internally and at multi—agency level

Resilience Direct (RD) is a national secure extranet, with a section for Surrey Local Resilience Forum where all plans, protocols, etc. are stored. During an incident it is used to put agendas, minutes, etc. as well as maps. Leadership Team should be signed up to access RD.

Situation Reports / Common Operating Picture (COP) – EEBC is required to provide regular updates at given times that are used to produce a COP, giving an overview of activity across all agencies. This is also used to inform government departments.

5.5 Lead Agency

The Lead Agency will depend on the nature of an incident. In many cases, Surrey Police will initially take a lead role. In the case of a major fire, however, Surrey Fire and Rescue will act as Lead agency. Once the immediate dangers have subsided, in most cases the Local Authority will formally take on the lead as the Lead Agency during the recovery phase. It is difficult to predict at what point this will happen in any given emergency, as the decision will be heavily influenced by context.

5.6 Information Sharing

Non-Sensitive Information

1.   Non-sensitive information passes freely between the Council and other Category 1 and 2 responders, as part of a general process of dialogue and co-operation so that everyone can make the right decisions about how to plan and what to plan for. The Council does not normally pursue formal

information requests when dealing with Category 1 and 2 responders. However, the use of non-sensitive information may be limited by duties of confidence, by other enactment or by contract.

Potentially Sensitive Information

2.   Not all information can be shared. The Emergency Planning Team oversees requests received for potentially sensitive information as detailed in the guidance in Part 1 of the Civil Contingencies Act 2004 and its associated Regulations. – https://www.gov.uk/government/publications/emergency-preparedness. The exception to this is the identification of Vulnerable People, at the time of an incident – see 12 below.

3.   Sensitive information will not be disclosed where it would be prejudicial to security or public safety, or where the information is commercially sensitive, or where the information is personal data within the meaning of the General Data Protection Regulations (GDPR). Professional advice is available from Legal and Democratic Services. Where sensitive information is provided or received it may only be used for the purpose of performing the function for which it was requested.

4.   Personal Information

Under the CCA 2004 Category 1 and 2 responders are required, at the time of an incident, to provide details of Vulnerable People that they provide a service to, and that are impacted by the incident. The Data Protection Act allows for this. The SLRF 'Identifying Vulnerable People in an Incident Plan, Part 1', and the Council's 'Identifying Vulnerable People in an Incident Plan, Part 2' detail the protocols and mechanisms for the passing of the information.

5.7 Decision Making in an Emergency

Decision making in an emergency or major incident is different from business as usual (BAU). Structures must change so to meet the challenge, ensuring effective, and time critical decision making is achieved. Some emergencies will require difficult choices to be made, including rapid and significant decisions to scale back or stop some services. It is therefore important that all decisions are:

- **Consistent –** in line with the agreed Local Resilience Forum strategy and EEBC's own agreed strategy for responding to the incident.

- **Corporate –** owned by EEBC as a whole and taken with a clear view of the bigger picture and any knock-on implications known and understood.

- **Communicated –** appropriately to those affected by decisions (service users, staff and other stakeholders) and understood by all key stakeholders.

- **Timely –** decisions must be capable of being made quickly, given any rapidly changing natures of an emergency. Making the right decision at the right time can result in lives being saved.

- **Recorded –** decision makers are accountable for the decisions that they take. They could be required to account for them in a court of law at a later date. It is important that all such decisions are logged and recorded, including a clear rationale for why the decision was taken, the factors considered, and the alternative options considered and dismissed.

- **Lawful and accountable –** made under appropriate authority structures and within the Council's constitution and scheme of delegation, as well as being in full conformity with the law.

Table 3 below summaries the different decision logging which would happen during an incident all command levels and the differences between a rapid onset or rising tide emergency.

Decision type	Definition – context of an emergency	Where is the decision made? By who?	Governance arrangements
Strategic	• **Sets strategic direction** • **Coordinates responders** • **Prioritises resources** Decisions of this magnitude will require an urgent IMT meeting to be convened for the decisions to be made. Strategic decisions can terminate or significantly curtail the delivery of critical services that can have an impact on welfare or on the economic wellbeing of the Borough. They may have human rights, legal implications or have substantial financial implications. Decisions and rationale may be logged formally by dedicated loggists in the IMT decision register log and attributed to a constitutionally responsible officer.	**Rapid onset emergencies**: One Director on call who will make time critical decisions on behalf of the Council. If more than one Director is available an IMT can be called but should not be at the expense of time critical decisions. **It is expected that this meeting would take place virtually due to limited availability at short notice. An IMT meeting should be called as soon as is practicable.**	**Rapid onset**: Contemporaneous notes and a record of decisions, and rationale, should be kept in IMT members' logs. When able, a decision register should be created and maintained to aid governance and shared situational awareness (as below). A dedicated and experienced loggist should be used in undertaking this duty, particularly in an IMT meeting. The Leaders and other Members should be updated.
		Rising tide emergencies: An IMT will be formed of the Directors and the Leader. It requires a quorum of at least two IMT decision-makers to make a decision and these should be formally minuted and added to the IMT decision register log. Requests	**Rising tide**: IMT meetings should be formally minuted, with actions and decisions recorded and tracked. Any decision taken should consider all implications arising (e.g. risk, financial, health and safety etc.). The rationale for decisions must also be recorded and attributed to a constitutionally responsible officer in the decision log. A template proforma is available to aid decision making at IMT, though the template is not proscriptive and may

Decision type	Definition – context of an emergency	Where is the decision made? By who?	Governance arrangements
		for decisions from services will be brought as a proforma.	be adapted depending on the emergency situation (see appendix L). The Leader and portfolio Member(s) will require briefing from Directors / HoS and may attend IMT if necessary Implement pre-established arrangements to manage information and support multi-agency decision-making at tactical and strategic levels. An intensive media plan may be put in place. If multi-agency emergency response, potential for LRF multi-agency media plan.
Tactical	• **Interprets strategic direction** • **Develops tactical plan** • **Coordinates activities and assets** Decisions and rationale should be logged formally in meetings via a tactical decision register log. If time doesn't allow, via personal logs. Email notification of decisions and rationale made in a BECC also sent to: the emergency planning email when applicable.	**Rapid onset**: On Call Duty Manager assumes Tactical Lead. If they are overwhelmed, a BECC is to be established and take Tactical Command.	**Rapid onset**: The strategic lead on call and IMT will be updated of the Tactical Commands plans and decisions via phone or by email in order to challenge or support, however, should not delay time critical responses. All responders at that tactical level including the Duty Manager/ BECC Coordinator will log decisions and rationales in an incident log. If they are overwhelmed a Loggist can be asked to record the log on their behalf however the responsibility of the log contents remains with the Duty Manager/ BECC Coordinator.

Decision type	Definition – context of an emergency	Where is the decision made? By who?	Governance arrangements
		Rising tide: Set up of BECC as Tactical Command with relevant cells required to address emergency. Directors / HoS should inform the Leader and relevant Member(s) as part of the decision-making process, although the ultimate decision-making process will be made by Officers not Members.	**Rising tide**: Significant decisions which require strategic sign off will be raised at an IMT meeting, which may take the form of the proforma in appendix L. Cell meetings should hold an action, decision log (could be contained with minutes) and escalate any risks to the Strategic risk Register. Individual officer may decide to also keep a record of individual decision making and rationale. Public information updated on website and social media communication channels. Communications notified by IMT. Media Release via Leader and relevant Member(s).
Operational	• **Executes tactical plan** • **Commands single-service response** • **Coordinates actions** This is the front-line level of response, often at, close to the scene of the incident or within the service operation.	**Rapid onset**: In rapid onset emergencies decisions will be made by the operational lead (for example Rest Centre Manager) or escalated to the Tactical lead of the incident.	**Rapid onset**: Contemporaneous notes and decisions should be recorded via personal, or operation team logbooks and tactical command informed (e.g. via ILO)

Decision type	Definition – context of an emergency	Where is the decision made? By who?	Governance arrangements
		Rising tide: In rising tide emergencies decisions are likely to be signed off or made by service managers or line managers.	**Rising tide**: Contemporaneous notes and decisions should be recorded via personal, or operation team logbooks and tactical command informed (e.g. via ILO). Public information updated on website and SM communication channels. Tactical Command on standby and kept informed if need be according to situation context.

Table 3 – Decision Making Schema

6.0 PHASES OF AN INCIDENT.

The response to any emergency may be divided broadly into phases, regardless of the scale:

6.1 Activation and Response

The initial response will involve the protection of life, property and the environment, and will be supported by local authority and other organisations. Epsom and Ewell Borough Council's role will be focused on mobilising staff, such as Incident Liaison Officers, building control officers and staff involved in supporting the evacuation and shelter of residents (e.g. through opening or supporting Emergency Assistance Centres). In the period of consolidation, the emergency services will consolidate procedures and measures implemented in the initial response, whilst local authority and others begin to play an ever-increasing role by providing a variety of support, services and resources on request.

6.2 Recovery

Once the risk to life or property has abated and the emergency services have begun to scale down their operations, including withdrawal from the scene, the local authority will be fully involved with organising and implementing recovery measures. Please note the recovery will start before the official handover from the response stage to the recovery phrase. Lead agency status for recovery will normally be with Surrey County Council (SCC), however in some incidents, particularly where they are isolated within the Borough, EEBC may be expected to take on this Lead Agency role. This discussion with SCC needs to happen at an early stage.

The CE 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 the teleconference). It is important that decisions are made, logged and staff/partners advised regarding the change in level of the response.

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

AR will produce a report and once agreed will monitor to ensure recommendations are actioned. 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.

7.0 Response Phase: Where-

Borough Emergency Coordination Centre (BECC)

It is highly likely that in the event of a major incident being declared, the Borough Emergency Coordination Centre (BECC) will be the focal point of EEBCs response. Below is a summary of important aspects of the BECC. Full details can be found in the EEBC BECC Plan.

7.1 BECC Location

Removed due to sensitive contents.

7.2 Decision to Open the BECC

An assessment of whether to open the BECC will be influenced by:
- The apparent long-term or serious implications for EEBC and/or the community;
- Pre-planned or anticipated incidents/events;
- The need for a coordinated response of two or more Council departments;
- A protracted incident likely to last for more than 24 hours;
- Out of hours when it is difficult to co-ordinate activities of responding staff;
- Major disruption to EEBC; and
- The need to support adjoining boroughs/districts faced with an emergency.
- If the BECC can be virtual or physical.

A BECC is scalable: it could be a very small group working together on the incident plan via teleconference or it could be a large coordination center. There is also the opportunity to do a virtual BECC and details can be found in the BECC plan. Whichever option is chosen it is imperative that all calls, actions and decisions are logged (log book).

The CE or Strategic Lead decides whether the BECC should be activated.

7.3 BECC Cells

The BECC is made up of three cells where incidents requests are dealt with and coordinated by a BECC Manger. More information can be found in the BECC plan. Table 4 details some of the cells responsibilities.

- Welfare Cell – deals with all welfare needs of the residents including vulnerable people and rest centres.
- Information and support Cell- deals with all corporate activities such as Comms, ICT, Legal, HR.
- Environment Cell- deals with operational requests such as equipment, Environmental Health etc.

Responsibilities	Area of Response
Activating and staffing the BECC as required in support of the management of the incident.	IMT
Lead the recovery effort providing support and aftercare to persons living within the borough until a state of normality or 'new' normality is returned.	IMT
Assist people in need.	Welfare
Provide immediate shelter and welfare for survivors or evacuees not requiring medical support and their families and friends via Emergency Assistance Centres (assisted by SCC Social Care and Health partners)	Welfare
Provide medium to longer-term welfare of survivors, such as social services support and financial assistance which may be generated from appeal funds	Welfare
Provide help lines to act as a public information service for residents and staff in liaison with the lead emergency service.	Information and Support (Communications)
Release information that has been agreed by the Police to the media and give advice to the public.	Information and Support (Communications)
Maintain and restore Council services and facilities	Information and Support (Business Continuity)
Provide investigating and enforcement Officers under the provision of the Food and Environment Protection Act 1985 as requested by Defra	Operational
Facilitate the inspection of dangerous structures to ensure they are safe for emergency personnel to enter	Operational
Clean-up of pollution, facilitate the remediation and reoccupation of areas affected by an emergency	Operational

Table 4: EEBC Duties to Respond

9.0 RESPONSE PHASE: WHAT-
EEBC DUTIES TO RESPOND

9.1 County or Borough Responsibility?

In the event of an incident involving more than one Borough or District, the Chief Executives of the affected area may nominate a lead authority or define responsibility for co-ordination of the major incident response. In incidents where two or more of the Boroughs are affected, or for cross border incidents with the response largely within Surrey, the County Council will assume the lead, supported by the Districts/Boroughs.

Surrey County Council	Epsom and Ewell Borough Council
Advice on storing fuel	Environmental health
Closing footpaths and open spaces	Assisting with management of parks and open spaces
Liaison with the emergency services	Liaison with the emergency services
Repairs, demolition, clearance	Repairs, demolition, clearance
Equipment, for example, heavy lifting (via contractors)	Support with provision of emergency equipment
Setting up an Emergency Control Centre	Setting up an Emergency Control Centre
Setting up a temporary mortuary	Media management (along with the emergency services)
Media management (along with the emergency services)	Homelessness
May take action to protect property from flooding by water from the highway where there is a failure of the highway drainage system	Public information
Public information	Structural advice on buildings and associated structures
Communications equipment	Transport
Transport	Waste collection
Waste disposal	Rest centres
Welfare and trauma support (via voluntary organisations)	Support another Emergency Assistance Centres
Liaison with government departments, other local authorities, voluntary groups, utilities and other organisations	May provide sandbags (in line with their sandbag policy)
May provide sandbags for road flooding	CCTV Support (where available)
Managing traffic (road closures and diversions)	Recovery
Recovery	
Animal Health	
Forestry	

Table 5: Roles and Responsibilities between Surrey County Council and **EEBC**

The responsibilities between Borough and County Council can sometimes become confused. **Table 6** outlines the responsibilities of each organisation.

As can be seen in **Table 4,** the categories of response for EEBC fall into three overarching Categories; Welfare, information and support, Environment. These align with the different cells in the BECC.

10. 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.

•   Supporting vulnerable people in their own homes (e.g. during a power cut, severe weather).

The Surrey LRF Identifying and Supporting Vulnerable People in an Emergency Plan covers the cross Surrey arrangements, and the Identifying Vulnerable People in an Emergency Plan (Part two) focuses on the actions required of the Council.

The Vulnerable People Reporting System (VPRS) is a secure platform where agencies can upload details of vulnerable people (receiving a service) that can be accessed during an emergency.

10.1 Evacuation

As a result of the impact of a Major Incident, the emergency services may advise the public to evacuate their homes/workplaces/schools or to stay indoors and take shelter. The emergency services will, normally, request evacuation and define the area to be evacuated. EEBC may be called upon to assist the police by providing transport, shelter and accommodation. Should it be required EEBC, Surrey Police/Surrey Fire Rescue Services and SCC will agree on the best location for an Emergency Assistance Centre (Police or Fire for an Evacuation point and EEBC for a Rest Centre). This will depend on the circumstances. Despite the request for evacuation, there may not be the need to establish a Rest Centre. An assessment by a Housing Officer may be appropriate. Members of the public may be able to self-evacuate or for a small group it may be more appropriate to arrange Bed and Breakfast/Hotel accommodation.

10.2 Support in-situ

It may be determined that an evacuation is not necessary or possible and instead the response will focus on providing support to people where they are. This is a common occurrence for severe weather, such as snow or heatwave (although some evacuations of residents may still take place).

SCC Emergency Management Team may determine that a Welfare teleconference, involving all relevant agencies (including the Districts and Boroughs) to discuss the need for, and most appropriate way of providing, support for residents including those who are vulnerable.

10.3 Emergency Assistance Centres (EACs)

Providing shelter is one of the main responsibilities of the Borough Council during a Major Incident. Under the Local Government Act 2000, Local Authorities have a responsibility to ensure the economic, social and environmental well-being of the community that they serve. The 1989 Local Government

Housing Act and the 1996 Housing Act place statutory duties on Local Authorities to provide temporary accommodation for residents rendered homeless because of an emergency. Under Surrey Local Resilience Forum (SLRF) Emergency Assistance Guidance, there are four types of assistance centres. Below is a summary of those centres - full details can be found in the EEBC EAC Plan or the SLRF Emergency Assistance Centre Plan.

10.4 Rest Centre (Borough Lead)

The most commonly used EAC is the Rest Centre. It is a building designated or taken over by the Local Authority for the temporary accommodation of evacuees and homeless survivors, with the potential for overnight facilities.

10.5 Survivor Reception Centre (Police Lead)

Set up in the immediate aftermath of an emergency where survivors not requiring acute hospital treatment can be taken for short-term shelter, first aid, interview and documentation.

10.6 Friends and Family Reception Centre (Police Lead)

A secure area set aside in the immediate aftermath of a disaster for use and interviewing of family and friends arriving at the scene (or location associated with an incident, such as at an airport or port).

10.7 Community Assistance Centre (CommAC) (Borough Lead) / Humanitarian Assistance Centre (HAC) (County Council Lead)

Both are one-stop-shops for survivors, families, friends and all those impacted by a disaster, through which they can access support, care and advice. The distinction between the two is the scale at which they operate. CommACs are set up for very localised incidents. Areas of Surrey badly affected by Flooding in 2013/2014 opened CommACs to provide support to the local community. HACs are much larger and may be necessary when there is a wider area (or areas) impacted by a catastrophic event. A HAC was opened in London in 2005 after the July 7 terrorist attacks.

10.8 Homelessness

In an Incident EEBC has a duty to respond to emergency homelessness.

1. For a small number of people/families affected alternative accommodation can be made via our out of hours provider (number in Contacts Directory) or by the Travelodge booking account/ hotel booking.
2. For large scale homelessness (e.g. police cordon/evacuation) a rest centre will be set up while either better accommodation can be found or residents can return to their homes.

Private housing often has insurance which will allow residents to claim alternative hotel accommodation. In addition, landlords also have a responsibility to their tenants.

11.0 COMMUNICATION

11.1 With Members

The Incident Management Team is responsible for ensuring appropriate communication about an incident with Members. The IMT should seek to minimise the burden on Tactical and Operational levels and be aware that members (like anyone) can help or hinder the emergency response and so clarity, communication and leadership is critical. A member liaison officer maybe appointed to support communication with members.

11.2 With the Public

Communications with the public can take the form of:

- o Media and press announcements (jointly with other organisations);
- o Switchboard messages;
- o Council website messages; and
- o Appropriate social media channels.

Timely, accurate and effective communication with the public is essential for the emergency response. As such a communications representative should be present at all IMT meetings and the BECC should have representation, or very clear links with the Communications and Customer Service teams.

It is also critical that communication messages can be signed off quickly. The strategic lead (which could be any one of the directors) should make themselves available to sign off messages quickly. Sign off does not need to wait for the next IMT meeting or does it need the whole of IMT to sign them off.

11.3 Communicating with staff

Messages and decisions about emergency events the council is responding to will be communicated via the ehub and Line Managers. Decisions about the messages that should be communicated will be agreed by the Incident Management Team. The following teams will liaise to ensure consistent messages are disseminated via communication channels. An emergency will affect lots of services so remember horizontal communication (which can be coordinated by the BECC or Tactical lead) to key services is just as important to vertical coordination.

11.4 Alternative Emergency Communications Systems

Epsom and Ewell Borough Council has a duty under the Civil Contingencies Act (2004) to ensure that there is a robust and resilient telecommunications system in place, in the event of traditional methods failing. There are several ways that EEBC can meet this duty details including Radio Networks and MTPAS. The SLRF Telecommunications plan contains more details on how to respond to a telecommunications outage.

12.0 MEDIA MANAGEMENT

For media enquiries procedure please see **Part 2 section 32**.

12.1 Coordination with other organisations

Generally, for a major incident Surrey Police will co-ordinate the activities of the emergency services and other agencies including the communication part of the response.

When appropriate, depending on the nature of the incident, the Communications Officer should run statements past Surrey Police Communications Team, the Fire or Ambulance service Communications Teams and Surrey County Council or the other local authority Communications Teams if it is a cross-border incident. This will ensure that all statements correlate.

12.2 Spokesperson

The incident will stimulate public concern and media interest, a spokesperson should be appointed for as long as the incident lasts and they should make themselves available on the phone to the Communications Officer. This would usually be the Chief Executive, Chair of S&R, Group Leader or a member of the Members Comms cell.

12.3 Media Centre

The opening of a media centre must be agreed by the Strategic Co-ordinating Group (SCG). If a media centre is required, then the lead local authority will select and obtain a suitable building.

12. 4 Media monitoring

It is necessary to monitor media output to be aware of contentious issues or inaccurate statements. Monitoring needs to be a continuous process. Any perceived problems with the information that is being broadcast should be identified and fed back to the Strategic Co-ordinating Group (SCG) via the Tactical Media Manager.

Recordings of broadcasts and press cuttings may provide useful feedback material when the response to the incident is analysed.

12.5 Statements

The Communications Officer should prepare a holding statement, to be approved by the Chief Executive or deputy. The time that the statement is made should be logged. A 'holding statement' should be provided to the public and press with basic information and notification, whilst greater detail is prepared for a full press release.

If more detailed information comes through quickly, then this should be included in the first holding statement. However, the holding statement should be issued as quickly as possible and followed up with a more detailed statement as soon as possible. See **Part 2 section 32** for a sample holding statement.

The Communications Officer will then prepare a full statement for the media giving details of the incident. The statement should be signed off by the Head of HR & ODand the Strategic Lead.

12.6 Full statements

A full statement should outline the points below (link with Police Communications Team or Communications Team of any other lead organisation appointed):

- o Summary of the event - time, place, date of incident etc.
- o Extent of injury if known - do not speculate. If unsure use the term - leg, foot, arm injury. State left or right if known. If you have an accurate medical report from hospital use their terminology. Avoid the use of words that are sensational, e.g. severed, amputated.
- o Brief description of incident, using any positive points where possible.

- Quote from a senior officer/member if they are available.
- Quote and/or contact details for victims or those affected by the incident. Ensure they are happy to speak to the press.
- Photograph, if appropriate.

12.7 Local media enquiries

Once all enquirers have been satisfied with a press statement, dependent on the seriousness of the incident, the Communications Officers should approach the local media, which have not enquired with the information.

12.8 Press conference/briefings

It is the responsibility of Surrey Police Media Office Manager/Scene Press Officer to organise and manage briefings. The first press briefing will take place shortly after the incident probably at or near the scene of the incident (a Media Liaison Point). Thereafter briefings should take place at regular intervals, as agreed with Strategic/Tactical Communication lead. At least 30 minutes' notice should be given before briefings, if possible.

All information released at press conferences must be agreed by the Strategic Communications Manager/Tactical Media Manager (and appointed operational officer) and only authorised personnel will make statements to the media. Appropriate senior officers from the emergency services and local authorities will be expected to speak to the media at informal briefings as well as formal press conferences throughout the incident. Spokespeople must be trained to an appropriate level. It is the responsibility of each organisations media office to brief their spokespeople. Prior to any press briefings it is advised that the Media Officer (on scene) gathers all the spokespeople and their respective press officer together and agrees who is going to talk about what, identify any contentious issues and discuss how these can be dealt with.

12.9 Key messages and question and answer sheet

It is essential that prior to a press briefing/conference with TV crews, the Head of HR & OD has prepared a key messages, questions, and answer sheet (Q and A). This will help prepare the spokesperson for any difficult questions.

12.10 Dealing with complaints

The BECC and IMT should ensure that these are dealt with swiftly to avoid extra media attention. It is important that both the Communication and Customer Services teams keep the BECC up to date with the level and nature of complaints, reported issues and difficulties.

12. 11 Transfer of media operations

It is expected that in the recovery phase of most major incidents Surrey County Council would take over the co-ordination of communications and engagement from Surrey Police. If it is a smaller incidents EEBC may take responsibility.

12. 12 Mutual aid

The Surrey Communications Group have an informal arrangement in place to provide mutual support in emergencies.

13.0 RESPONSE PHASE: HOW- REQUIREMENTS AND RESOURCES AVAILABLE

13.1 Logging

Logging is a vital element of any emergency response for several reasons. Firstly, it ensures that actions are not lost and that staff handovers run more smoothly. Critically, if there is a need for an inquest or enquiry after an incident it is important that you can present a written record of all the decisions you made and why you made them. For logging tips, see **Part 2 section 30.**

13.2 Mutual Aid

EEBC may be required to give assistance to other Local Authorities responding to emergencies. Informal arrangements exist between neighboring authorities for mutual aid in the event of a cross boundary incident. Districts and Boroughs may want to share officer resources during emergencies; this could range from Incident Liaison Officer (ILO) level through to Strategic level staff in the BECC. For more information on mutual aid, please see **Appendix A**.

13.3 Military Aid to the Civil Authority (MACA)

The Armed Forces' national structure, organisation, skills, equipment and training can be of benefit to the civil authorities in managing the response to, and recovery from, major emergencies. This support is governed by the Military Aid to the Civil Authority (MACA) arrangements. **However, it should be made clear that the Armed Forces maintain no standing forces for MACA tasks and hence, cannot make a commitment that guarantees assistance to meet specific emergencies.**

There are three criteria for the provision of MACA:

1. **Military aid should always be the last resort.** The use of mutual aid, other agencies, and the private sector must be otherwise considered as insufficient or be unsuitable.
2. The Civil Authority lacks the required level of capability to fulfil the task and it is unreasonable or prohibitively expensive to expect it to develop one.
3. The Civil Authority has a capability, but the need to act is urgent and it lacks readily available resources.

Surrey County Council is normally responsible for the activation of the military through the County Emergency Management Resilience Team (EMRT).

14.0 STAFF WELFARE

14.1 Health and Safety

The nature of emergency situations is that the Council will generally need to respond quickly, but reasonable training and instruction will be given, and the health and safety of our staff and the public will remain our main priority.

Responding staff will be provided with food and beverages throughout an incident as necessary and any PPE required to keep safe and carry out their role.

14.2 Lone Working

It is important to adhere to lone working policies. The main consideration is to ensure that where staff are deployed and attend in person, they inform someone by telephone, where they are going and how long they will be. Staff should report back to someone when they have returned safely.

14.3 Brief and Debrief

All staff deployed in a response should undergo a brief to make them aware of the incident occurring prior to deployment and their role. This brief should include some information about the emergency.

On stand down of the plan all staff deployed in a response should undergo a debrief which may also include a psychological First Aid (PFA) session or be carried out separately.

14.4 Post-Incident Report

A post incident/exercise report should be written and include recommendations for improvement to the emergency plan and procedures going forward. Applied Resilience will arrange this.

15.0 FINANCE

15.1 Responsibilities

The Finance Team is responsible for the following actions:

- Ensure accurate accounting of all expenditure incurred;
- Administration of a Disaster Appeal Scheme if established;
- Make claims under the Bellwin Scheme, where appropriate, within one month of the incident. (**See Appendix C**)

Removed due to the level of operational detail.

16.0 RECOVERY

16.1 Recovery Phase

After the emergency services have left the scene of a major incident, depending on the incident either EEBC (for small localized incidents) or SCC (large scale incidents) will take the lead role in the rehabilitation and recovery of the community. The transition is likely to be formalised through Strategic Command and communicated to the Chief Executive (or deputy). This may occur within hours, days or weeks of the incident. Depending on the scale and nature of the incident. However, indications from SCG will be needed as early as possible, and the Borough's representative at the SCG should report back to the Chief Executive (or Deputy) with regular situation reports giving the current status of the emergency, in order to allow the Council sufficient time to prepare for this phase. To avoid duplication, other agencies will need to be brought together to discuss priorities of action. Although not exhaustive, the Group led by the Chief Executive (or deputy) may consider the following actions:

- establishing a multi-agency recovery liaison group
- agreeing on key priorities for the future
- the composition of the Council's recovery group.
- encouraging community representation

The role of political leadership in supporting the return to normality is vital, and the Leader of the Council is to be involved closely with the process throughout. The Leader and Mayor will play a key role in rebuilding community confidence, communication, meeting senior government representatives, and motivating the community to rebuild.

16.2 Recovery Structures and Command and Control

Command and control structures for the recovery phase mirror those at the response phase. A summary is shown in Figure 3 below:
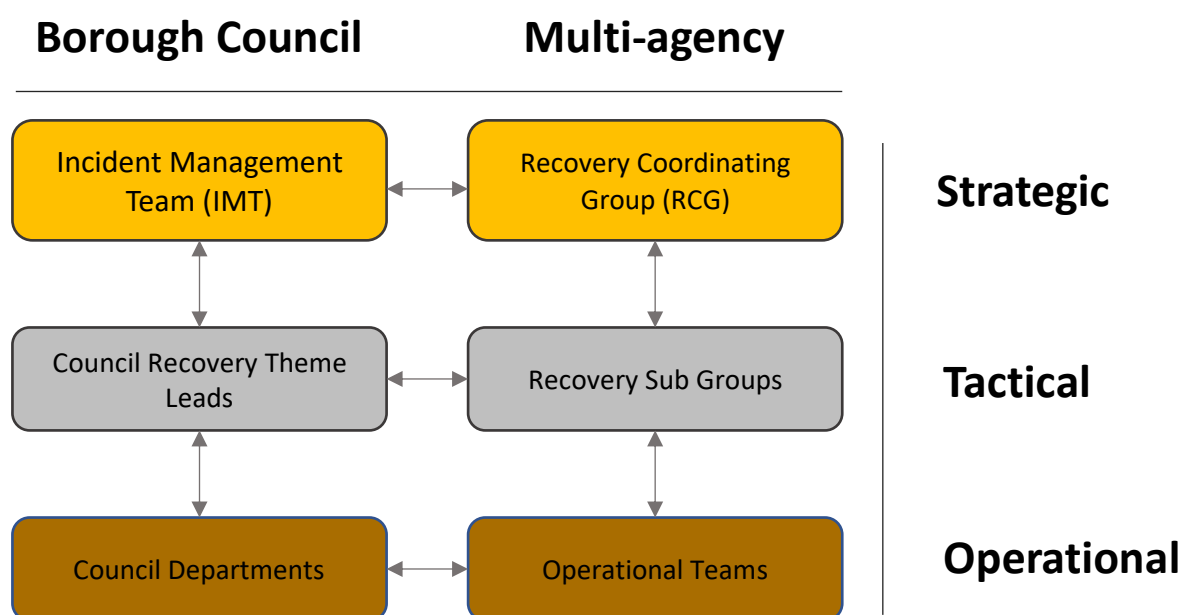

Figure 3: C3 structure (Recovery) internally and at multi—agency level

The Recovery Coordination Group (RCG) is the decision-making body for the recovery phase once the handover has taken place from the lead agency. The RCG will take advice from its subgroups, which will operate at the tactical level. It is likely that the following subgroups will be formed;

- Multi agency information group (media/PR)
- Business and Economic Recovery
- Health and Welfare
- Finance and Legal
- Environment and Infrastructure
- Science and Technical Advisory Cell
- Community Recovery Committee.

It is likely that each of the subgroups will require representation from the Council. The representation will be determined by the Councils Incident Management Team. Central coordination will be managed on behalf of the IMT by a nominated lead, who will be a senior manager, supported by Applied Resilience.

PART 2- OPERATIONAL RESPONSE

It is important to ensure you are familiar with Part 1 of this plan prior to an incident to get the most benefit from the operational plan during an incident

This section has been removed due to the level of operational detail.

30.0 LOGGING TIPS

There are several techniques that can be employed to ensure logging is clear and concise. This may be crucial should the logs be required after the event, especially during a public enquiry. Some of the most important things to remember when making a log are;

√ Use **black** indelible ink and white paper

√ Note the time. The ILO should always get a **time check** from the lead agency and adjust the clocks accordingly to ensure that the BEC is in tune with other agencies. This is crucial to ensure prompt attendance on any conference calls or should there be a post incident inquiry.

√ Logs should be in a bound, numbered log book or a numbered log form

√ There should be **no erasing**. If a mistake is made it should be crossed through allowing the original to be seen and then initialled. Similarly, there should be no over-writes.

√ If using a log book, pages should never be **torn out**, this may indicate that there was information that has been removed or hidden. Similarly log sheets should be whole.

√ Any **blank space** left at the end of the log should be crossed through. This indicates that that log/section of the log/page is finished and you consider it closed. Leaving blank space may be construed as leaving space to amend the log after the event.

√ Notes should not be made in the **margins**. It may be construed that these were added after the event.

31.0 SPENDING DURING AN INCIDENT

Removed due to the level of operational detail.

32.0 MEDIA MANAGEMENT

Removed due to the level of operational detail.

33.0 STANDING DOWN- KEY ACTIONS

√ The BECC should be scaled down or closed;

√ Ensure all staff are stood down, including any on standby;

√ Issue a concluding media statement;

√ Collate all BECC documentation and logs to file securely;

√ Co-ordinate recovery phase to return community to 'new' normality (if required);

√ Initiate post incident reviews/debriefs;

√ Identify lessons to be learned and an action plan to implement any changes/amendments to emergency plans; and

√ Write a post incident report of the Council's response.

APPENDIX A: SURREY BOROUGH AND DISTRICT MUTUAL AID MOU

Removed due to the level of operational detail.

APPENDIX B: POST INCIDENT WRITE UP

Incident:

Location:

Duration:

Form completed by:

Role in incident:

(please complete all details of your involvement with the incident) – include identified recommendations for improvements to the Council's Emergency Response.

What Went well

What didn't go well

Recommendations

APPENDIX C: BELLWIN

Removed due to the level of operational detail.

INTERNAL STAFF HANDOVER

Relief staff should arrive ½ to 1 hour before current staff go off duty so that they can hand over properly. Ensure the following tasks are completed with new shift staff.

Time they arrived on site: ………………………………….

Name of your relief: ………………………………………

Task	YES / NO
Are they properly equipped:	
Working mobile phone	
Hi-Visibility Jacket or waistcoat	
Wet weather gear, PPE	
Situation briefing given by you	
Feeding and sanitary arrangements outlined	
Has your relief got necessary equipment	
Have they phoned the relevant Manager to advise of arrival, mobile phone number over and when they will take over?	

Additional comments:

APPENDIX D- MOVE TO CRITICAL TERROR THREAT LEVEL

Removed due to the level of operational detail.

APPENDIX E: EXCESS DEATHS PLAN- SPEED SHEET

Removed due to the level of operational detail.

APPENDIX F: LOCAL AUTHORITY EXOTIC NOTIFIABLE ANIMAL DISEASE CONTINGENCY PLAN

Removed due to the level of operational detail

APPENDIX G: RESERVOIR INUNDATION

Removed due to the level of operational detail.

APPENDIX H: JOINT SERVICES PROTOCOL CBRN(E) AND HAZMAT INCIDENTS SPEED SHEET

Removed due to the level of operational detail.

APPENDIX I: SURREY MAJOR ACCIDENT HAZARD PIPELINES PLAN 2019 – SPEED SHEET

Removed due to the level of operational detail.

APPENDIX J: STRUCTURAL COLLAPSE AND SITE CLEARANCE PLAN SPEED SHEET.

Removed due to the level of operational detail.

APPENDIX K- IMT AGENDA

IMT MEETING AGENDA

		Attendees:
Objective:		
Location/ Teleconference		
Date:		
Time:		
Call-In Number and Code:		
Chair:		
Loggist:		

AGENDA ITEMS

1. Attendance / Apologies
2. Urgent issues
3. Minutes & matters arising
4. BECC Update / Service Updates
5. Business Continuity issues
6. Staffing issues (including rotas and communication)
7. Public communications
8. AOB
9. Actions review
10. Date and time of next meeting

ACTIONS FROM PREVIOUS MEETING

NEW ACTION ITEMS

NEXT MEETING SCHEDULED

Time: **Location**

Appendix L: IMT Decision Proforma

Epsom and Ewell Borough Council Incident Management Team

Title:

Date:

Originating Response Group:

Background

Insert background information here

<div align="center">

Recommendations

</div>

- ✓ Enter Recommendation Here
- ✓ Enter Recommendation Here
- ✓ Enter Recommendation Here

RISKS AND ISSUES

Risks:

Enter risk details here

Issues:

Enter issue details here

Mitigation:

Enter mitigation details here

FINANCIAL IMPLICATIONS

Implication:

    1.

    2.

GLOSSARY

ACCOLC – Access Overload Control
The Access Overload Control Scheme gives call preference to registered essential users on the four main mobile networks in the UK if the scheme is invoked during a major emergency.

BECC – Borough Emergency Coordination Centre
The Borough Emergency Centre (BEC) is where the Borough's Tactical Control Team may be located. During a major incident, it may be more efficient to bring together key staff who are able to respond to requests from Multi Agency Tactical Lead. Representatives at TCG should be in a position to task down to Operational Staff in their area. The Tactical Control Team selected will be based on the nature of the incident.

Bellwin Scheme
Discretionary scheme for providing central government financial assistance in exceptional circumstances to affected local authorities in the event of a major emergency.

Operational Command (Bronze)
At the front line of any major incident, there are operational levels of command known as Operational Teams. This is the level at which the management of 'hands-on' work is undertaken at the incident site(s) or associated areas.

CCC - Civil Contingencies Committee
Civil Contingencies Committee (CCC) of Ministers (chaired normally by the Home Secretary) convened to provide central government oversight of a major emergency.

CCS - Civil Contingencies Secretariat
The Cabinet Office secretariat which provides the central focus for the cross-departmental and cross-agency commitment, co-ordination and co-operation that will enable the UK to deal effectively with disruptive challenges and crises.

COMAH sites
Industrial sites which are subject to the Control of Major Accident Hazards Regulations.

Command
The authority for an agency to direct the actions of its own resources (both personnel and equipment).

Co-ordination
The harmonious integration of the expertise of all the agencies involved with the object of effectively and efficiently brining the incident to a successful conclusion.

Control
The authority to direct strategic and tactical operations in order to complete an assigned function and includes the ability to direct the activities of other agencies engaged in the completion of that function. The control of the assigned function also carries with it a responsibility for the health and safety of those involved.

DEFRA – Department of Environment, Food and Rural Affairs
Government department responsible for the countryside; the environment and the rural economy. A significant part of Defra's work is concerned with preparedness for emergencies and contingencies, which fall within the remit of environment, food and rural affairs.

DH – Department of Health
Government Department of Health.

Family and Friends Reception Centre
Secure area set-aside for reception and interview of relatives and friends arriving at the scene. Established by the police in consultation with the local authority

Strategic (Gold)
Strategic is the senior emergency control team responsible for agreeing the policy and strategic direction of response to a major incident. Strategic is made up of senior representatives from the emergency services, local authorities, other SLRF organisations and co-opted specialists

ILO - Incident Liaison Officer
A local Authority Officer who provides a direct link between the local Authority and the Tactical Coordinating group.

Incident Management Team (IMT)
Epsom and Ewell Borough Council's over all emergency management team, made up of The Chief Executive, Directors and Strategic Heads plus additional officers where necessary, the IMT oversee and set the strategic direction for the response, as well as manage contact with any Strategic Co-ordination Centre.

LGD - Lead Government Department
Department which, in the event of a major emergency, co-ordinates central government activity.

Major Emergency
Any event or circumstance (happening with or without warning) that causes or threatens death or injury and disruption to the community. Or damage to property or to the environment on such a scale that it cannot be dealt with by the emergency services, local authorities and other organisations as part of their normal day-to-day activities.

Media Centre/Media Briefing Centre
Central location for media enquiries, providing communication, conference and monitoring facilities, interview and briefing, access to responding organisation personnel and staffed by spokespersons from all the principal services/organisations responding.

Mutual Aid Arrangements
Cross-boundary arrangements under which emergency services, local authorities and other organisations request extra staff and/or equipment for use in a disaster.

OGD – Other Government Departments
Other Government departments that may be involved in any major incident.

RAYNET
Radio Amateurs Emergency Network.

RVP - Rendezvous Point
Point to which all resources arriving at the outer cordon are directed for logging, briefing, equipment issue and deployment. In protracted large-scale incidents, there may be a need for more than one rendezvous point.

Rest Centre
Building designated by the local authority for the temporary accommodation of evacuees, with overnight facilities if necessary.

SCC
Surrey County Council.

TCG/ TCC
Where there is one scene, such as a train crash, there is a Tactical Coordinating centre (TCC) which hosts the Tactical Coordinating Group (TCG). Where there is more than one scene, such as flooding, there could be a number of Tactical teams. Tactical Teams decides on the hour-by-hour priorities in planning, allocating resources and coordinating when tasks are to be undertaken. TCC has a similar representation to that of Strategic.

SLRF - Surrey Local Resilience Forum
The Surrey Local Resilience Forum (SLRF) organisations respond to a major incident under the guidance of the Strategic Coordinating Group (known as Strategic).

Temporary Mortuary
Facilities accessible from a disaster area designated for temporary use as a mortuary and adapted for post mortem examinations to take place.

Utilities
Companies providing essential services e.g. gas, water, electricity, telephones.