

Sandwell MBC Emergency Plan

In the event of activation turn to [Page 14](#)



Chief Executive's Foreword

Major emergencies cause disruption and great anxiety to people. By their nature, they are low probability events which cannot be predicted. However, when they happen, the council needs to respond quickly and to the best of our abilities.

To ensure that people's expectations are met and provide reassurance to our communities, effective management is essential in the resolution of a crisis and preparation is vital to the success of the council's response.

Sandwell Council considers emergency planning as a normal part of every Service Area's roles and responsibilities. It is not a 'specialist only' subject but accepted as the method of delivering a service to the people, under extreme, demanding or extraordinary circumstances.

The level of confidence that people have in the council is significantly influenced by our ability to respond effectively to incidents. We have to ensure that our services can respond in an emergency and this needs effective management.

This Emergency Plan is therefore 'owned' by everyone in the council with managers leading on ensuring emergency plans are effective and embedded within their respective service areas, enabling them to fulfil their role effectively and discharge their own responsibilities in emergencies.

Moreover, it is crucial that all participants and managers maintain an active part in development. Effective internal and external partner liaison is essential prior to a major emergency; this will lead to clarity in understanding roles and responsibilities. Each service, agency or organisation has its own internal arrangements, management style and culture, but managers must ensure that the aims and objectives of all participants are co-ordinated with a consistent set of objectives.

During major emergencies, it has been consistently proven that preparation and joint working is the key to an effective response.

Sandwell Council's emergency management framework:

- Provides a basis for the delivery of services in a crisis and a framework for the whole process of preparing for emergency responses
- Is simple and allows for flexibility in management and adaptability to a wide range of circumstances
- Is based on the participants and not on prescribing a response for all unforeseen situations

- Recognises that preparation is critical to the success of the emergency response and that all participants and managers will play a full part in developing Emergency Procedures with those who they will work with in an emergency.

Kim Bromley-Derry

Interim Chief Executive, Sandwell Council

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Section 1 Introduction

The Civil Contingencies Act (2004) legislates the local authority to undertake emergency response and recovery planning within the borough of Sandwell. The purpose of this plan is to act as an overarching reference document for those involved in responding to an emergency. Sandwell Council works closely with responding partner organisation including the emergency services to produce plans, train personnel and test emergency procedures. This is to ensure a prompt and effective response to any major emergency or incident.

The principal objectives of an emergency response are to:

- preserve life, property and the environment;
- reduce to a minimum the harmful effects of a major emergency;
- bring about the return of 'normal life'.

1.1 Aim

To provide a framework for the preparation and effective management of the response to major emergencies following the Integrated Emergency Management principles of: **Anticipation, Assessment, Prevention, Preparation, Response and Recovery.**

1.2 Objectives

To achieve the aim, the Emergency Plan will:

- define internal roles and responsibilities;
- detail command and control structures;
- identify activation and escalation procedures;
- provide a summary of incident specific plans;
- integrate with the corporate business continuity management process.

1.3 Definition of an Emergency

An emergency is a situation which threatens serious damage to human welfare in a place in the UK, the environment of a place in the UK, or war or terrorism which threatens serious damage to the security of the UK; and:

- arises with or without warning;
- causes or threatens death, injury or serious disruption to normal life;
- affects more people than can be dealt with under normal conditions;
- requires special mobilisation and organisation of resources.

1.4 Definition of a Major Incident

A Major incident is an event or situation with a range of serious consequences which requires special arrangements to be implemented by one or more emergency responder agency.

Notes

1. *“Emergency responder agency” describes all category one and two responders as defined in the Civil Contingencies Act (2004) and associated guidance.*
2. *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.*
3. *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.*
4. *The severity of the 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.*
5. *The decision to declare a major incident will always be a judgement made in a specific local and operational context, and there are no precise and universal thresholds or triggers. Where LRFs and responders have explored these criteria in the local context and ahead of time, decision makers will be better informed and more confident in making that judgement.*

1.5 Causes of Emergencies and Incidents

There are many causes that give rise to such situations, categorised as follows:

Political: Acts of terrorism or acts of a hostile state, public disorder or civil unrest, hostile protest and industrial blockade. (e.g. Public Disorder 2011, Manchester Arena Bombing 2017)

Environmental: Storms, floods, landslides, hurricanes, snow, drought, earthquake, contamination or pollution of land, water and/or air. (e.g. Flash Floods 2020, Severe Weather 2018)

Social: Poisoning or contamination within the food chain, epidemics and health emergencies. (e.g. COVID19)

Technological: Structural damage, industrial or transport accidents, release of toxic or radioactive substances, cyber-attacks (e.g., Grenfell Tower Fire 2017, WannaCry Cyber attack 2017)

1.6 Civil Contingencies Act, 2004

The Civil Contingencies Act, and accompanying non-legislative measures, delivers a single framework for civil protection in the UK. The Act is separated into local arrangements for civil protection (Part 1); and emergency powers (Part 2).

Part 1 sets out roles and responsibilities for those involved in emergency preparation and response at the local level. It also divides local responders into 2 categories, depending on their roles and responsibilities.

Category 1 Responders are organisations at the core of the response to most emergencies (the emergency services, local authorities, NHS bodies) and are subject to the full set of civil protection duties, outlined in the Act:

- risk assessment;
- emergency planning;
- business continuity management arrangements;
- warning and informing the public;
- information sharing between responders;
- co-operation between responders;
- business continuity advice for businesses/voluntary organisations (LA only).

Category 2 Responders are considered ‘co-operating bodies’ (Health and Safety Executive, transport/utility companies); likely to be heavily involved in incidents that affect their own sector and are subject to co-operation and information sharing duties.

Part 2 of the Act updates the 1920 Emergency Powers Act, allowing for the creation of temporary special legislation (emergency regulations) to help deal with the most serious of emergencies. The use of emergency powers is a last resort; local planning arrangements should take this into consideration as they may only be available in exceptional circumstances.

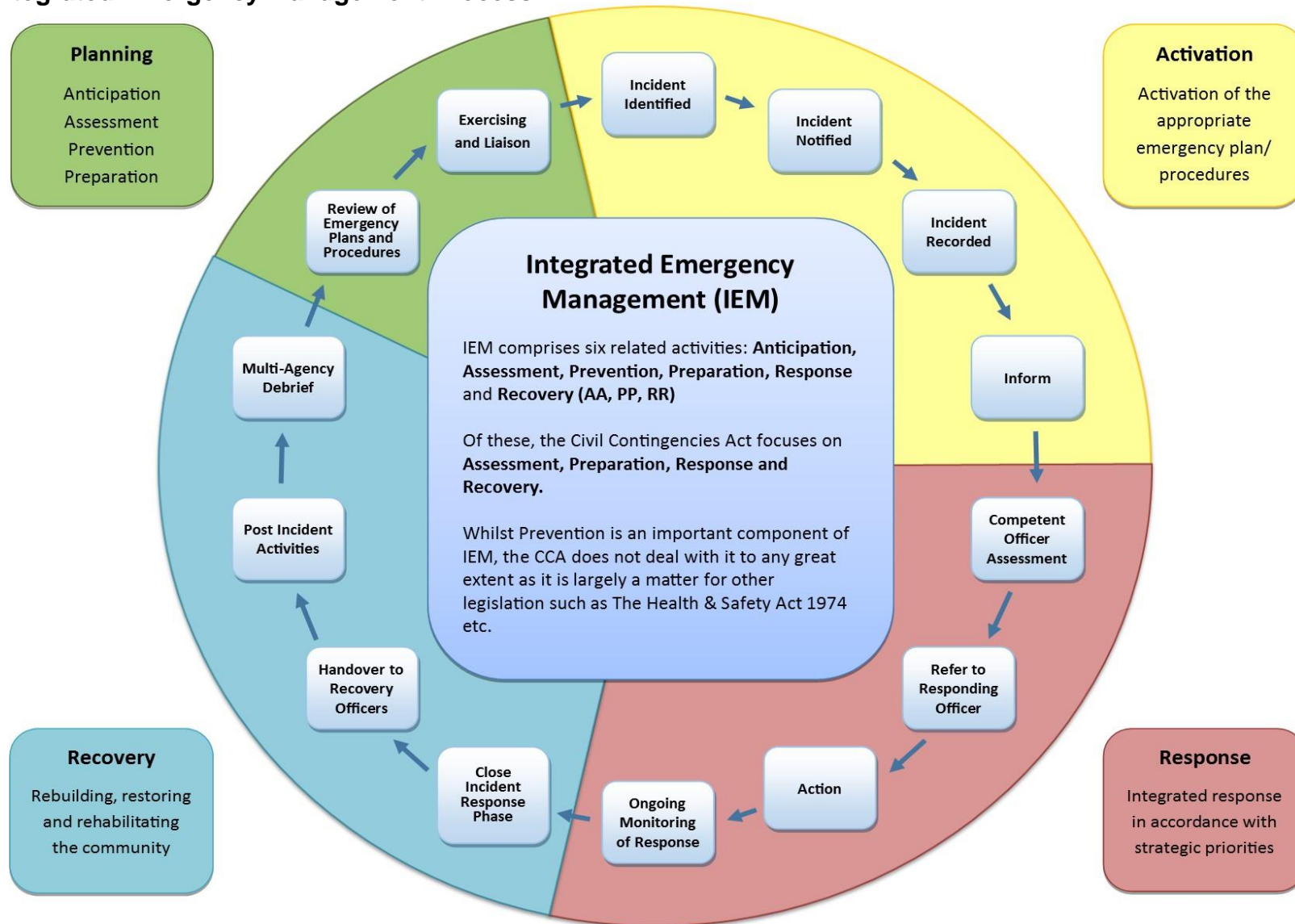
1.7 Integrated Emergency Management (IEM)

The process of resilience nationally, has developed following the principles of Integrated Emergency Management (IEM). The aim of IEM is to develop flexible and adaptable arrangements for preventing and managing emergencies, based on a multi-agency approach and the effective coordination of those agencies. IEM focusses on 6 key activities – **Anticipation, Assessment, Prevention, Preparation, Response and Recovery** (AA, PP, RR).

Successfully dealing with a major incident requires a large number of Service Areas and external organisations working together in the most effective manner possible. For such co-operation and collaboration to happen in practice, requires an understanding by all Service Areas of their role and responsibilities and those of others when faced with a major incident.

To achieve this, an Integrated Emergency Management Process has been established to provide the basis for identifying issues, developing ideas and increasing understanding of emergency planning matters. Doing this increases the ability of the council to respond effectively to a major incident.

1.8 Integrated Emergency Management Process

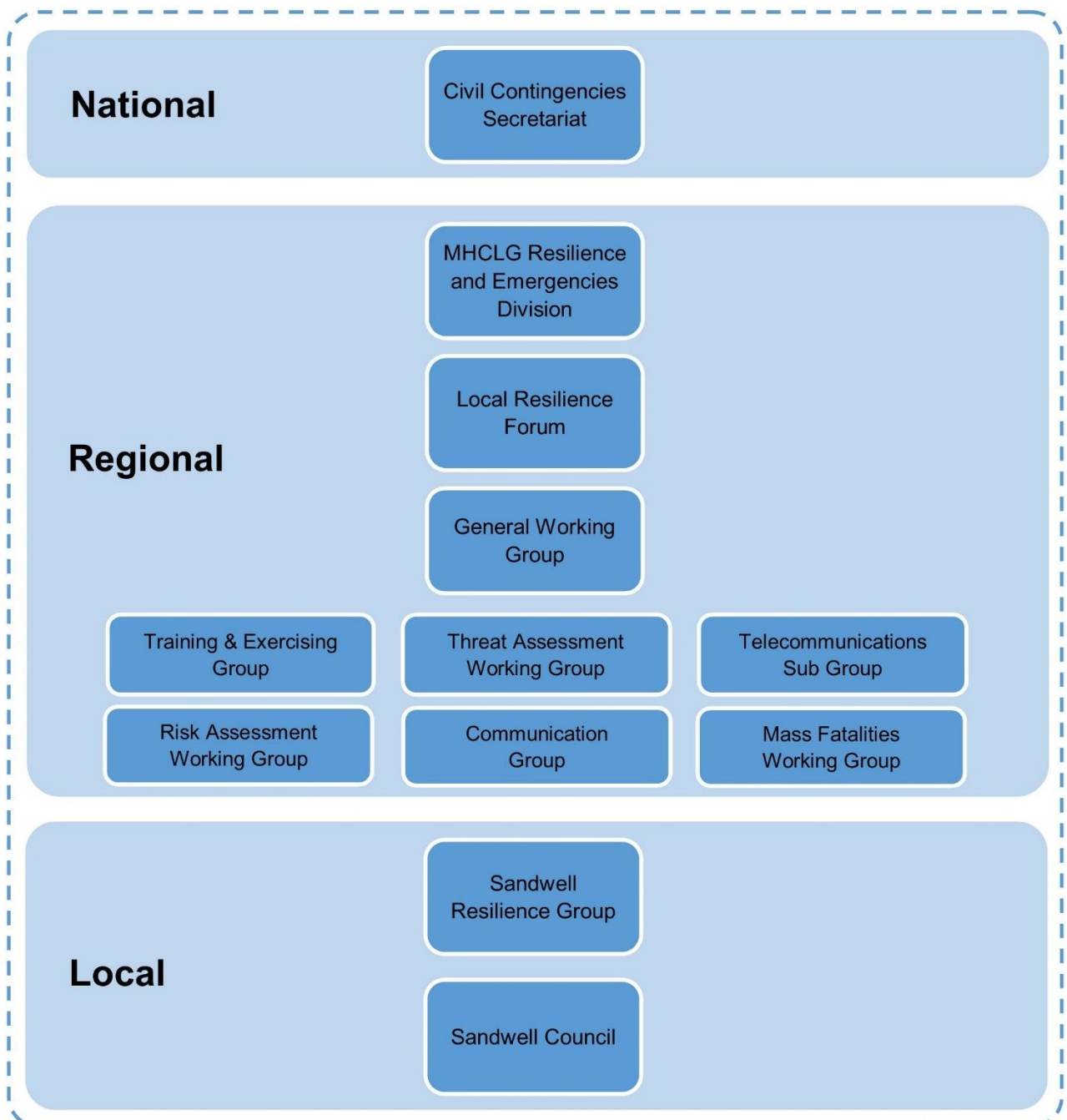


Section 2 Planning

2.1 Emergency Planning Structures

The Resilience Team works with representatives from other organisations at national, regional and local levels to ensure that emergency preparedness and civil protection arrangements are in place.

The structure chart below illustrates the groups at different levels. Descriptions of each are on the following pages.



2.1.1 National

National arrangements refer to those that work and apply across the UK.

The Civil Contingencies Secretariat (CCS), part of Cabinet Office, was established following severe flooding, fuel protests and a major foot and mouth outbreak to improve the UK's ability to prepare for, respond to, and recover from emergencies.

The work of CCS cuts across many disciplines and intersects with many diverse interests, it is therefore well placed to co-ordinate resilience work across all Government Departments and a wide range of partners. These range from the EU and NATO, the Devolved Administrations and the MHCLG Resilience and Emergencies Division, to the emergency services, the voluntary sector, local authorities and communities.

In the event of an emergency of a scale or kind that the Lead Government Department (see [Appendix A](#)) deems to require central involvement, the CCS will engage to enable Ministers and senior officials to concentrate on strategic decisions.

2.1.2 Regional

Regional arrangements fall into two categories; some apply to the wider West Midlands 'region' which includes the surrounding shire counties and beyond, and the other refers to the West Midlands Conurbation.

LUHC-RED

Resilience and Emergencies Division (RED), part of the Department for Leveling Up, Housing and Communities (LUHC) is responsible for providing the Government liaison function on resilience issues below the national level. RED works with local organisations to build resilience, to support Local Resilience Forums (LRFs) working together and, as appropriate, support the response to any emergency. This includes assisting the exchange of information between responders in affected Strategic Co-ordinating Groups (SCGs) and with UK central government. RED act as a government first point of contact, for all LRFs in England, with Resilience Advisors based in London, Leeds, Birmingham and Bristol.

West Midlands Conurbation Local Resilience Forum (WMC LRF)

Emergency planning and response leads in the conurbation (Birmingham, Coventry, Dudley, Sandwell, Solihull, Walsall and Wolverhampton) are co-ordinated by the WMC LRF, which consists of key strategic representatives from a range of Category 1 and 2 responders and voluntary organisations. The aim of the group is to ensure that there is an appropriate level of preparedness to enable an effective multi-agency response to emergency incidents, which have a significant impact on the communities of the West Midlands.

The objective of the WMCLRF is to promote closer joint working between the diverse mix of agencies to encourage mutual support, information sharing and resources. Its responsibilities are to ensure:

- implementation of policy;
- cooperation between partners;
- identification of risk;
- preparation and maintenance of emergency and business continuity plans;
- appropriate training of personnel and exercising of procedures;
- effective warning and informing of the public;
- promotion of business continuity and community resilience.

General Working Group (GWG)

The GWG aims to provide a structure to maximise coordination in planning for and responding to incidents across the conurbation; through the delivery of an effective program of work, including:

- tasks set by the LRF;
- risk assessment;
- capability and gap analysis;
- creation of multi-agency plans and input to single agency plans;
- a training and exercise programme;
- robust communications protocols.

Sub Groups

The aim of the sub-groups is to provide a forum where emergency planning and response representatives from across the conurbation meet to focus on specific areas of responsibility. The main sub groups are as follows, but others may be set up as required:

- **Mass Fatalities Group** - To determine the most appropriate mortuary for the incident and maintains strategic oversight for the mortuary operation.
- **Risk Assessment Working Group** - To assess risks outlined in the National Risk Register in a local (conurbation) context, maintain the Community Risk Register (CRR) and to identify gaps in capabilities to inform future work streams.
- **Telecommunications Sub Group** - To identify and facilitate a strategic response to widespread failure of the telecommunications infrastructure.
- **Threat Assessment Working Group** - To assess threats outlined in the National Risk Register in a local context, to support and inform security related issues in the conurbation.
- **Training & Exercising Group** - To increase preparedness of responders through the implementation of a training and exercising programme, informed by the risk and threat assessment process.

- **Communications Group** – Manage both internal and external messages, working closely with the media and partner agencies.

2.1.3 Local/Internal

As with regional arrangements, local arrangements are split into two categories. The first refers to Sandwell Council local/internal arrangements and the second focuses on the locality of Sandwell Borough and all responders which work within it.

Sandwell Council – Resilience Team

The Resilience Team is part of the Borough Economy Directorate but acts as a corporate resource and support function for all council and borough related emergencies or disruptions.

The Resilience Team is responsible for the preparation, co-ordination and implementation of council policy, emergency plans and procedures in consultation with senior management and representatives of the various council services, as required.

The Resilience Team works closely with partners in the emergency services, other local authorities, NHS, transport, utilities, regulatory agencies, voluntary agencies, other key organisations and community representatives to safeguard the local population, infrastructure and assets.

Sandwell Resilience Group

The Sandwell Resilience Group (SRG) is chaired by West Midlands Police and brings together key partners from across the borough. Meetings are held quarterly and provide the opportunity for a wide range of current and future issues to be raised and discussed in a multi-agency setting.

2.2 Plans and Policies

Sandwell Council and the LRF maintain single and multi-agency plans that cover a range of potential emergencies. Plans are broken down into two types – generic or specific (incident type or site) and should include; roles & responsibilities, activation and escalation, incident specific actions and background information as a minimum. A list of plans is detailed below; summary information can be found in [Appendix C](#). Plans are available on request and accessible via Resilience Direct.

Sandwell Council

- Extreme Weather Health Plan
- Flood Plan;
- Humanitarian Assistance Centre (HAC) plan;
- Media Crisis Plan;
- Recovery Management Framework;
- Reservoir Plan;

- Rest Centre Plan;
- Sandwell Council London Bridge Protocol;
- Sandwell Elections Contingency Plan
- Schools Emergency, Business Continuity & Recovery Plan;
- Severe Cold Weather Plan;
- Sandwell COVID-19 Local Outbreak Management Plan

Multi-Agency

- Pipeline Contingency Plan (Pipeline Safety Regulations 1996);
- Radiation Emergencies (REPPIR);
- Sandwell Borough Evacuation Plan;
- Black Country Excess Deaths Plan;

West Midlands LRF

- Community Risk Register;
- National Emergency Plan – Fuel;
- Strategic Coordinating Group (SCG) Plan;
- Tactical Coordinating Group (TCG) Plan;
- Voluntary Organisations Capabilities Guidance.

A summary of relevant corporate policies can also be found in [Appendix C](#), including:

- Safety, Health and Welfare;
- Legal;
- Finance;
- Insurance and Indemnity;
- Working Time Directive;
- GDPR and Freedom of Information;
- Equality and Diversity

Mutual Aid

There are informal mutual aid agreements between West Midlands LRF Local Authorities and those from neighbouring counties. For example, if there is a major incident which exceeds the resources of a single local authority, neighbouring local authorities agree to assist.

2.3 Business Continuity Management

Business Continuity Management (BCM) is a statutory requirement for all Category 1 responders to fulfil under the Civil Contingencies Act, 2004 (CCA).

Business Continuity Management is a process which helps manage risks to enable the smooth running of an organisation or delivery of a service, ensuring continuity of critical functions in the event of a disruption.

Service delivery is the essence of council business and any disruption needs to be managed to reduce the consequences on the community and employees. Disruption to business can take many forms and may occur at especially vulnerable times.

It is important to ensure that arrangements are in place to reduce the period of interruption to a minimum and to recommence service delivery in a prompt and effective manner. This will be achieved commensurate with the circumstances, resources available and priorities.

The Council faces a range of threats which can impact upon the ability to provide critical services to the public. Disruptive challenges can include:

- loss of utilities;
- disruption to, or loss of, communications and IT systems;
- loss of staff;
- denial of access to buildings.

Severe weather has the greatest potential to cause the most disruption on the widest scale, as it can impact upon all 4 of the types of disruption listed above. It has the potential to reduce the effectiveness and speed of response and compound the overall effects of an emergency, including the length of interruption to services and the recovery phase.

Sandwell Council Business Continuity Management System

A Business Continuity Management System is in place to maintain essential customer services and key council functions, protecting the Council from loss of revenue in the most cost-effective manner, meeting all regulatory and legal requirements and maintaining public confidence. Its implementation seeks to ensure that the community continues to receive the Council's services in the face of an emergency. To effectively meet the changing needs of Sandwell Council, business continuity arrangements will be regularly exercised, audited and reviewed.

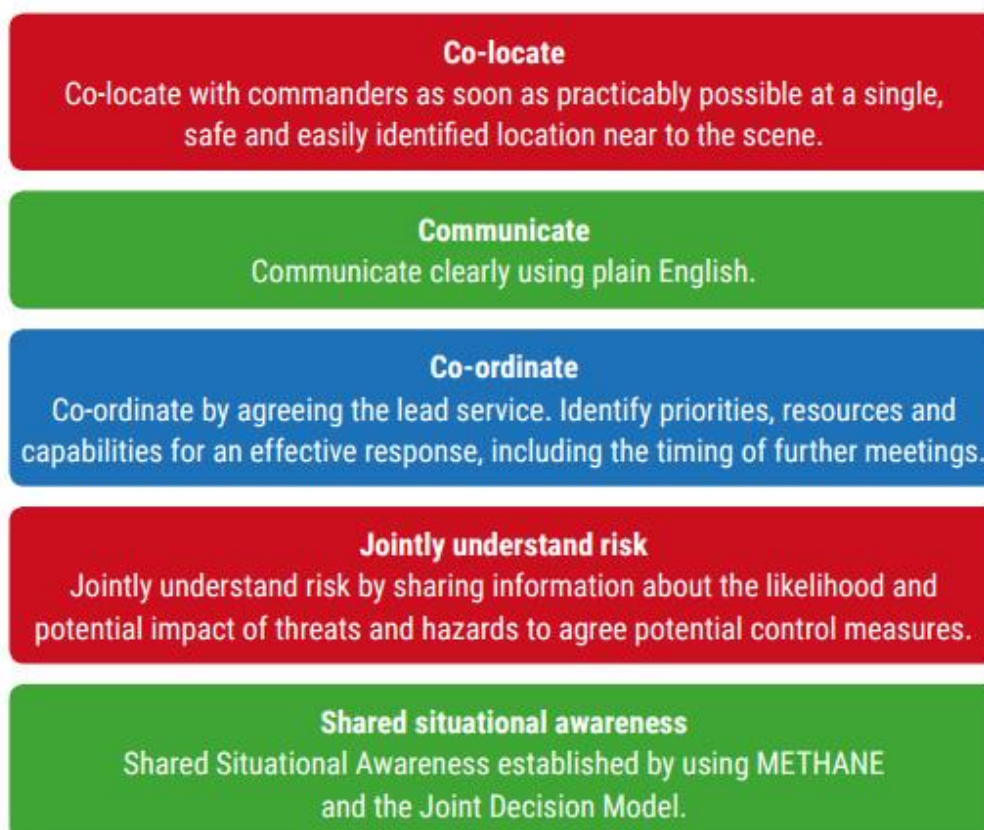
Section 3 Response

3.1 Incident Management

Every major incident is different and is the consequence of a unique set of events. It is imperative to note that this plan offers generic guidance only and does not replace common sense and professional assessment. Dealing successfully with a major incident requires the input and coordination of a significant number of internal council services and external partner organisations. For such cooperation and collaboration to happen in practice, all responders are required to have a common understanding of each other's roles and responsibilities (see [Appendix D](#) - Roles and Responsibilities).

3.2 The Joint Emergency Services Interoperability Programme (JESIP)

The Joint Emergency Services Interoperability Programme (JESIP) was established to address the recommendations and findings from a number of major incident reports. JESIP was implemented primarily to improve the way the Police, Fire & Rescue and Ambulance services work together when responding to major multi-agency incidents. Whilst the initial focus was on improving the response to major incidents, JESIP is scalable. There are 5 joint working principles which can be applied to any type of multi-agency incident and in fact could be utilised in a multitude of environments where organisations need to work together more effectively.



3.3 Declaration and Notification of a Major Incident

Any Category 1 or 2 responder can declare a Major Incident. The declaration of a major incident requires the Council to be prepared to support the emergency services and other partners. (see 1.4 for ‘Major Incident’ definition)

In most cases it will be the emergency services that first receive notification of an emergency. If the emergency services recognise a need, or a possible need, to call upon the support of the Council, they will activate an alerting cascade via the Council’s Duty Emergency Planning Officer (DEPO), or Community Alarm Service (CAS). To enable this, service managers should ensure CAS has up to date contact details.

3.4 M/ETHANE

Collective management at the scene of an incident is integral to the success of the response and the ability to fulfil roles and responsibilities. Effective scene management and response coordination can only be achieved through liaison, ongoing communication and cooperation.

The mnemonic **M/ETHANE** may be used by the first emergency service personnel on scene at a major emergency or incident, it is a reminder of what information control requires:

M	MAJOR INCIDENT	Has a major incident or standby been declared? (Yes / No - if no, then complete ETHANE message)
E	EXACT LOCATION	What is the exact location or geographical area of the incident?
T	TYPE OF INCIDENT	What kind of incident is it?
H	HAZARDS	What hazards or potential hazards can be identified?
A	ACCESS	What are the best routes for access and egress?
N	NUMBER OF CASUALTIES	How many casualties are there, and what condition are they in?
E	EMERGENCY SERVICES	Which and how many, emergency responder assets/personnel are required or are already on-scene?

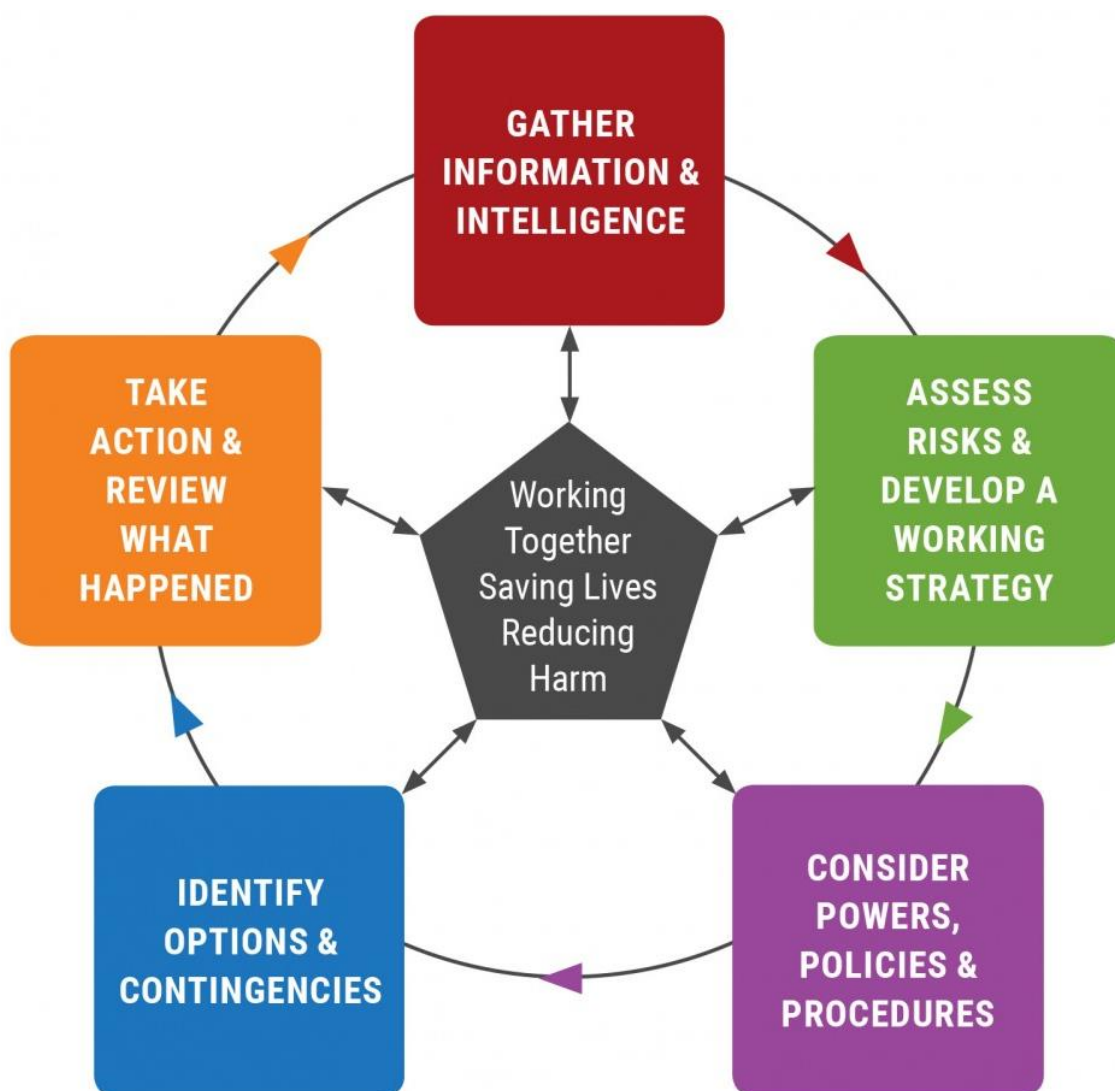
3.5 Joint Decision Model

Decision making in incident management follows a general pattern of:

- Working out what’s going on (situation),
- Establishing what you need to achieve (direction)
- Deciding what to do about it (action), all informed by a statement and understanding of overarching values and purpose.

The JESIP Joint Decision Model (JDM), shown below, was developed to allow emergency responders to bring together the available information, reconcile potentially differing priorities and then make effective decisions together.

The joint decision model can be used by the IMT Chair to explore considerations and set out the various stages of reaching joint decisions. Decision makers must use their professional judgement and experience in deciding any additional questions to ask and considerations to take into account, so that they can reach a jointly agreed decision.



3.6 Activation

The decision to declare a 'Major Incident' can be taken by any of the following:

- the Chief Executive;
- Duty Director;
- Director;

If a Service Manager, Duty Emergency Planning Officer or Resilience Manager becomes aware of pressures on council services due to a civil emergency, this should be escalated to the Duty Director. Chief Officers

This will include the activation of the Emergency Plan and/or Business Continuity Plans.

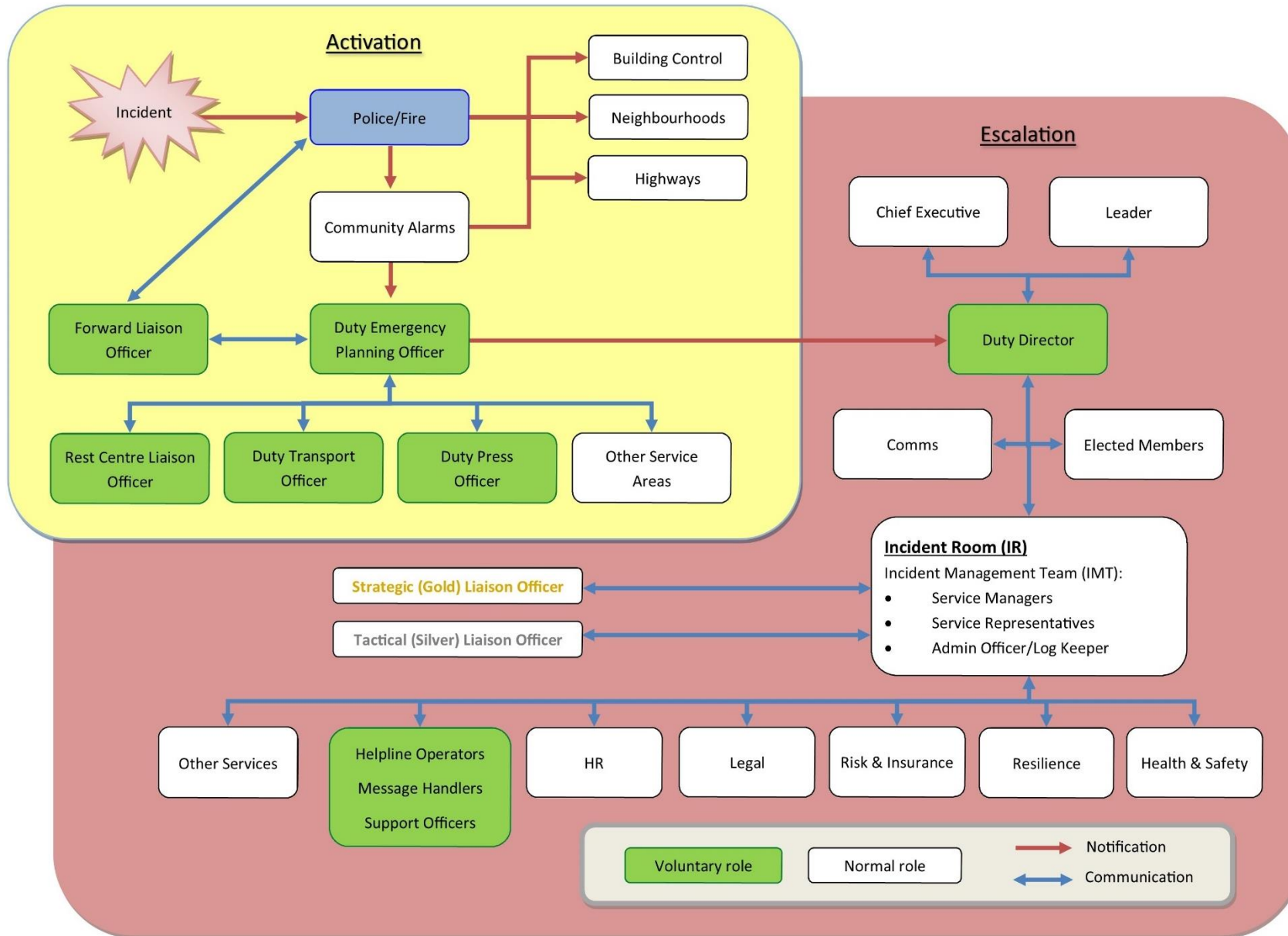
3.7 Escalation Process

Prompt action to escalate an incident report is essential to ensure an effective and proportionate response. On receipt of an incident notification the Chief Executive or Duty Director will:

- assume or appoint an incident director;
- review the available information;
- seek to quickly convene an Incident Management Team of relevant managers, who will:
 - ensure personnel, equipment, accommodation and transport to support the response can be made available;
 - mobilise resources to support emergency response, whilst maintaining an appropriate level of business continuity;
 - liaise with other Service Areas and external agencies, as required;
 - brief and advise Leadership Team and service teams.
- activate the Incident Room (refer to IR procedure);
- facilitate the engagement / withdrawal of employees from normal work duties as required.

The following diagram shows the incident management activation and escalation process; from the initial response, to how resources and focus can be escalated depending on the circumstances.

Activation and Escalation Process



3.8 Incident Command and Control Structure

The **Strategic–Tactical–Operational** structure is used to establish a hierarchical framework for the command and control of major incidents and emergencies. The command and control level required will be dependent on the scale, duration and impact of the incident and the necessary response resources involved. No single responding agency has command authority over any other agency's personnel or assets.



To minimise the consequences of a developing incident, as far as is reasonably practicable, the three-tier structure and accompanying responsibilities must be activated and established as quickly as possible. [Appendix F](#) Incident Management Agenda can assist with tasks to undertake and can be adapted for all response levels throughout the incident). It is acknowledged this is likely to take some time and therefore the first responders and commanders at a scene must identify and implement the initial tactics, whilst also communicating the need for support.

It is vital to keep detailed notes of actions and decisions taken at all levels for reference during the response and at a later date, in the event of debriefs or investigations. It is equally important to handover all relevant information to incoming responders or those taking over a responsibility; this is particularly pertinent in a protracted incident where a rota system may be implemented to relieve staff for rest periods, see [Appendix G](#) Incident Information Handover Sheet.

3.8.1 Strategic



National – COBR

For major emergencies, incidents or events with national implications COBR (Cabinet Office Briefing Rooms) Committee will convene; chaired by the Prime Minister, supported by relevant Ministers and attended by a high ranking representative from responding organisations, to discuss national strategic issues arising from the situation.

Conurbation Wide – Strategic Coordinating Group (SCG)

A Strategic Coordinating Group is the strategic level of command based on police boundaries and is most likely to be hosted by the Police. The purpose is to establish a framework of policy within which all Category 1 and 2 responders can work. Strategic level of command is invoked when an event:

- has an especially significant impact;
- has substantial resource implications;
- involves more than one organisation;
- lasts for an extended duration.

Regional – Response Coordinating Group (ResCG)

While most emergencies are dealt with by responders at the local level through SCG's; a ResCG may be convened where the response to an emergency would benefit from some coordination or enhanced support at a regional/multi LRF level. This is most likely when an incident affects two or more police force areas, or has the potential to do so. In such circumstances, MHCLG may itself, or at the request of local responders, or the LGD in consultation with the Cabinet Office, convene a ResCG in order to bring together appropriate representatives from local SCG's (e.g. the Chair or Chief of Staff) where activated, or relevant organisations if not (e.g. if the incident primarily affects Local Authorities (LA's) then it may be appropriate for only LA's to be represented at the ResCG). ResCG's are most likely via teleconference, though there may be occasions when a face to face meeting is more appropriate.

Local – Emergency Committee

In the event of serious incidents and/or major emergencies where the Chief Executive or nominated deputy (the District Emergency Co-ordinator) considers that the Emergency Committee is required to be convened, the Committee shall:

- (1) Consider and approve requests for funding above and beyond normal allocated budget expenditure;
- (2) Provide guidance on issues of national significance;
- (3) assist in briefing Council Members as appropriate;
- (4) Authorise any other actions that may be deemed appropriate under the prevailing circumstances which would otherwise require a decision of the Cabinet, an individual Cabinet Member or the full Council.

Leadership Team

The Leadership Team make key decisions when guiding a response to a major emergency or incident. The focus will be on strategic implications and decisions, including the response to the situation, continuing normal business services and the reputational impact on the council.

Strategic Incident Management Team (SIMT)

Where a major incident occurs, which requires a whole council response (e.g. a pandemic), a Strategic Incident Management Team (SIMT) is set up. The SIMT is chaired by the Chief Executive and relevant work cells or tactical groups can be set up accordingly. Please see [Appendix E](#) for Work cells roles & responsibilities.

3.8.2 Tactical



Regional/Local – Tactical Coordinating Group (TCG)

Tactical command- will be in place before strategic, as they are likely to be the first officers at the scene of the incident. Once the scale, duration and impact of the incident is assessed, responding organisations will appoint officers to act as tactical representatives (if required) at a TCG; this group will be responsible for formulating an initial tactical plan. Any introduction or subsequent change in strategy from the SCG will be reflected in the tactical plan.

Communication and co-ordination between organisations are critical. Tactical representatives should meet at a mutually agreed location (likely to be the Events Control Suite, Tally Ho!), where they can maintain effective joint control of the operation, this includes:

- effective joint working with other services;
- overall general management of the incident;
- prioritising resource allocation;
- planning and coordinating tasks to be undertaken;
- inter-agency communication.

Where it is not appropriate to meet, a TCG can be established using teleconference facilities.

Note: For a large scale incident or multiple incidents, it is possible for more than one tactical command to be established. However, these should be coordinated through the ECS or at SCG level.

Normally the tactical liaison representing the council would be the Duty Emergency Planning Officer (DEPO) during office hours.

Local – Incident Management Team (IMT)

The incident management team (see 3.8.5) manages the council's tactical response to a major incident or emergency. The role of the IMT is to interpret the strategic direction, develop a tactical plan and co-ordinate the council's activities.

3.8.3 Work Cells

Generic Work-cell responsibilities

The work cell members collectively form part of the Local Authority's (LA) response to an emergency. Individual's roles and responsibilities are not anticipatable or listed fully pre- emergency, but flexibility will be required to meet the varied needs at the time of an emergency. The main roles and responsibilities are listed in [Appendix E](#).

The following guidance can be applied to any of the 7 work cells with specific information for the individual work cells contained in [Appendix E](#).

Work Cell Purpose

- To address tasks or activities that fall within the work cell remit as assigned by the SIMT.
- To support internal critical services that are experiencing a business interruption to service delivery
- To prepare for, and include multi-agency partners into each work cell to support, the recovery effort
- To direct and focus the Work Cell through the recovery process using the guidance contained in [Appendix E](#) and the relevant Local Resilience Forum Recovery Protocol.
- To identify and escalate to the SIMT any relevant operational issues within the work cells area of work
- To identify the roles and responsibilities of each work cell in the event of a major emergency
- To facilitate a resilient response and respond accordingly by ensuring that necessary arrangements are made.

Activation

If the SIMT determines that support from a specific work cell is required, the Resilience Team will identify and contact a Work-Cell lead to request their attendance at the Incident Room (IR) or other agreed location.

On being briefed by the SIMT, the work cell Lead will brief other members of their work cell and issue them with sufficient instructions and situational awareness.

A meeting schedule (battle rhythm) for the work cell should be agreed and coincide with the incident battle rhythm.

3.8.4 Operational



Local - The operational commanders will control and deploy the resources of their respective organisation within a functional or geographical area, and will implement the tactical plan as directed by tactical command.

Operational commanders will work with colleagues from other responding organisations. This will most likely be at, or close to, the scene of the incident. Forward Liaison Officers (FLO's) are the corporate operational representatives for the council. The FLO would immediately be deployed to a major incident/emergency and would facilitate liaison between the emergency services and the council. It is important that the FLO wears uniquely identifiable high visibility clothing.

Operational Representatives; including FLO's, Building Control, Highways, will:

- be located at the scene, or associated areas;
- attend multi-agency briefings;
- obtain risk assessments;
- assess the extent of the incident;
- coordinate council resources at the scene;
- liaise with other responders;
- identify and prioritise specific tasks, as appropriate.

Internal – Community Alarm Service

Community Alarm Service's (CAS) main role is to receive domestic alarms from detectors such as Smoke, Flood, Falls, Carbon Monoxide, Movement etc. for vulnerable people living in the borough; CAS also offers a comprehensive Lone Worker Monitoring service for council staff ensuring their health and safety.

CAS acts as central point of contact for all calls to Sandwell Council outside office hours, a variety of calls, including those from the emergency services are directed to the appropriate service/Duty Officer for response.

3.8.5 Incident Management Team (IMT)

Strategic/Tactical co-ordination within Sandwell Council in a 'Major Incident' will be managed by an Incident Management Team (IMT).

The IMT is normally comprised of:

- Duty / Incident Director (Chair)
- Resilience Manager / DEPO;
- Communications Manager / Duty Press Officer;
- Service / Business managers of responding or affected Service areas, or representatives, including but not limited to:
 - Commercial;
 - Environmental Health;
 - Facilities;
 - Finance;
 - Highways;
 - Housing;
 - Human Resources;
 - ICT;
 - Legal;
 - Property;
 - Public Health;
 - Registrations and Bereavement;
 - Risk & Insurance.

The exact nature of the emergency or incident will change the composition of the team. Each of the services will need to provide information and be able to action decisions made by the IMT. Depending on the nature and scale of the incident this may be an individual or a cell of staff.

IMT Chair

The IMT will be chaired by the Duty Director or Incident Director, if one has been appointed. If a director is not available, or the incident is not of sufficient scale, then the IMT will be chaired by the Resilience Manager or DEPO.

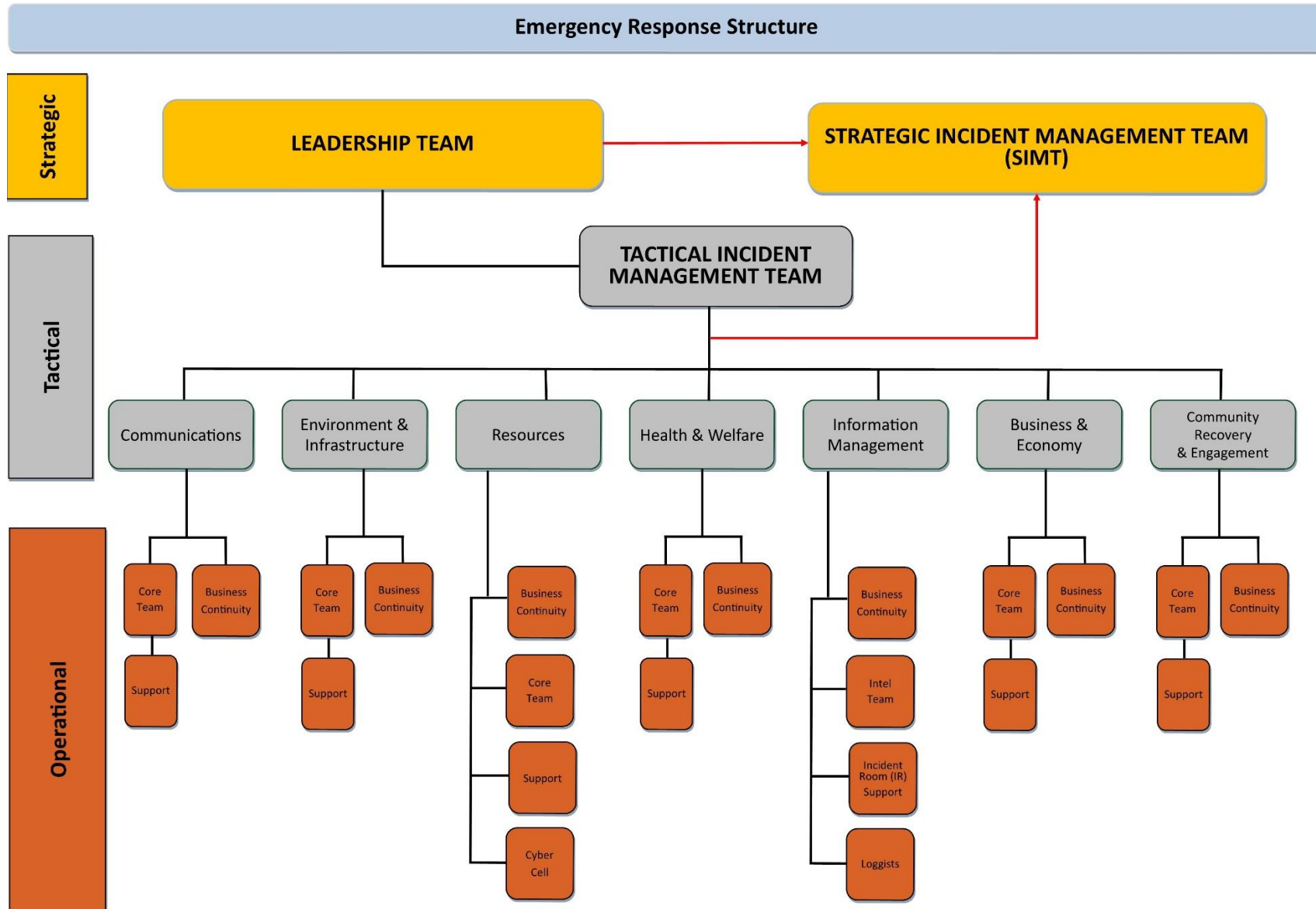
The chair is to facilitate meetings of the IMT of an appropriate frequency to manage the incident. This could involve the IMT being active on a permanent basis. A standing agenda for IMT meetings is at Annex E. The Chair is to ensure that situational updates are prepared and issued in accordance with the agreed battle rhythm. Similarly, the Chair is to provide regular situational updates for the Leadership Team as required.

Incident Room (IR)

The IR will be opened when activated by the Incident Management Team or the DEPO during an incident considered too large or complex to be handled effectively without such coordination.

The IR provides a central location from which the council's response to an incident can be coordinated. The IR will also be a focal point for the gathering and dissemination of information.

3.8.6 Incident Response Structure



3.9 Media and Public Information

Media and public information handling is an integral part of the council's emergency planning and response processes. It is expected there will be a collaborative approach between the Communications Team, elected members, council services and partner organisations to enable the media to provide timely information and advice to the public.

Good media and public information handling can deliver:

- Important information to anyone affected in an emergency;
- Public reassurance;
- Sympathetic coverage for victims, generating support from opinion formers and the wider community;
- Positive coverage for the work we do;
- Public confidence in the handling of the aftermath.

The media may make a number of requests, which the council will need to consider and grant, as appropriate. These requests may include the following:

- Access to the site of the emergency;
- Regular updates with accurate information;
- Interviews with a variety of people including councillors/heads of service/frontline responders;
- Interviews with victims/witnesses (if any);
- Photographs of the scene;
- Detailed factual information;
- Details on the history of the site, event or issue;
- Details/facts of services/agencies involved;
- Permission to film.

In emergencies, social media is now many people's first port of call for information and reassurance. Swift and regular updates on the council's social media channels (which will often involve sharing official updates from the emergency services as well as council services and the Resilience Team) are essential to share information with the public and manage reputation in an emergency.

The Communications Team operates an out-of-hours rota and, in an emergency, will support responding officers, monitor and update communications channels including social media (Twitter @SandwellCouncil and the Sandwell Facebook page), update the council website and issue staff messages and media statements where needed.

Section 4 Recovery

4.1 Overview

Recovery is an integral part of the emergency management process and can be defined as, 'The process of rebuilding, restoring and rehabilitating the community following an incident'. In other words, recovery is a co-ordinated process of supporting affected communities in the reconstruction of the physical infrastructure and restoration of emotional, social, economic and physical wellbeing. The recovery process may be unable to restore the affected community area to the state it was prior to an emergency. When this occurs, there are often opportunities for economic growth and regeneration.

The Local Authority has responsibility as Recovery Lead under the Civil Contingencies Act 2004. The recovery phase will usually commence alongside the emergency response and could last weeks, months or even longer depending on the scale and nature of the incident.

The recovery phase may run in parallel with the response phase for some considerable time, however a formal handover from the strategic response lead (usually the Police) to the recovery lead (usually the Local Authority) will take place at a mutually agreed point, towards the end of the response phase. This normally involves a formal meeting to sign the Handover Certificate (See Recovery Management Framework) to ensure all agencies are aware of the implications and arrangements.

4.2 Sandwell Council Recovery Management Framework

A Recovery Framework has been developed to provide the Chief Executive, Management Board and Service Manager with constructive guidance to meet the needs of Sandwell's communities through the recovery process following a major emergency or incident. The Framework provides clarity in terms of:

- structure;
- strategic objectives;
- consequence assessment (long and short term);
- essential tools and skills.

The Recovery Management Framework will be activated during or following an incident to manage the recovery phase in an organised and structured manner.

This can be activated by the Chief Executive in consultation with:

- The Resilience Team;
- Duty / Incident Director or;
- Local Resilience Forum (LRF) Strategic Coordinating Group.

Section 5 Post Incident

5.1 Stand Down

Once the emergency services have left the incident site, the council can begin the recovery process. Stand down from the emergency response is initiated when it is clear the response phase is winding down and the recovery phase can be dealt with through normal business processes. However, it is important to note that both response and recovery elements may run in parallel for some time.

Stand down will be agreed with other emergency responders, with actions identified and monitored.

Stand down will be considered in the following circumstances:

- there is no longer an imminent risk or threat;
- the incident is fully over;
- a rest centre (or any other emergency assistance centre) becomes vacant;
- transition to recovery;
- media interest reduced to the point that normal systems can cope;
- the incident is limited in scale or area, enabling a local response;

Most response incidents will be stood down by the leading response agency. Where there is a council response to an incident, the stand down decision will be made by the Chief Executive or Duty / Incident Director.

5.2 Debriefing

Following any major incident or emergency and the stand down of the response phase, a review of the response by all agencies involved is essential. A formal debrief will provide an opportunity to evaluate efficiency, discuss the response, recognise good practice and address areas that could be dealt with more effectively in future emergencies. A debrief may also offer a source of information to assist in any legal investigations or enquiries.

This process can be best achieved either with a series of debriefings at all levels within individual organisations, a multi-agency debrief or a combination of both. A multi-agency debrief should include any agency that was involved or assisted in the overall response. It is important that each service or organisation is represented by those personnel directly involved in the response operations to be able to provide first-hand accounts of the events.

The debrief should be chaired by a member of the lead organisation who was not directly involved in the incident. This is so the responses within the meeting are independent and are not misled in any way. In addition, officers conducting the debrief must be aware that it should remain confidential as this may affect any future legal hearings.

The methods of debriefing with personnel involved in a major incident may vary with each individual organisation. It will, however be beneficial if consideration is given to the following:

- A 'hot debrief' is arranged immediately after the response phase has stood down – this will capture any immediate issues that need addressing;
- To begin arranging the formal debrief as soon after the incident as is practicable;
- Everyone involved, including personnel remote from the area of operations (e.g. Control Room Staff) should be given the opportunity to contribute to debriefing at some stage;
- The need for additional debriefing sessions for personnel involved in specific or specialist operations.

Any video recordings or photographs that are taken at the incident will assist in the debrief.

Section 6 Glossary of Terms

Term/Acronym (acronym in bold)	Definition (text in bold italics indicates a related definition)
Category 1 Responder (Cat 1)	A person or body listed in Part 1 of Schedule 1 to the <i>Civil Contingencies Act</i> . These bodies are likely to be at the core of the response to most emergencies. As such, they are subject to the full range of <i>civil protection</i> duties in the Act.
Category 2 Responder (Cat 2)	A person or body listed in Part 3 of Schedule 1 to the <i>Civil Contingencies Act</i> . These are co-operating responders who are less likely to be involved in the heart of multi-agency planning work but will be heavily involved in preparing for incidents affecting their sectors. The Act requires them to co-operate and share information with other <i>Category 1 and 2 responders</i> .
Civil Contingencies Act 2004 (CCA)	Act of 2004 which established a single framework for <i>Civil Protection</i> in the United Kingdom. Part 1 of the Act establishes a clear set of roles and responsibilities for Local Responders; Part 2 of the Act establishes emergency powers.
Civil Protection	Preparedness to deal with a wide range of emergencies from localised flooding or terrorist attack.
Command and Control	Processes adopted by an agency acting with full authority to direct its own resources (both personnel and equipment). (For more information regarding the <i>Strategic – Tactical – Operational</i> command structure, see section 3. Response)
Community Risk Register (CRR)	An assessment of the risks within a local resilience area agreed by the Local Resilience Forum (LRF) as a basis for supporting the preparation of emergency plans.
Control of Major Accident Hazards (COMAH)	Control of major accident hazards regulations 2015. Regulations applying to the chemical industry and to some storage sites where threshold quantities of dangerous substances, as identified in the Regulations, are kept or used.
Duty Emergency Planning Officer (DEPO)	(Local authority guidance term for) On-call local government officer responsible for dealing with civil contingency matters including requests for mutual aid.
Incident Room (IR)	Generic term for a hub for controlling and co-ordinating the response of an organisation to an incident or an emergency.
Emergency planning	Aspect of <i>Integrated Emergency Management</i> concerned with developing and maintaining procedures to prevent emergencies and to mitigate the impact when they occur.
Forward Liaison Officer (Council) (FLO)	Attends the incident to become the eyes and ears of the Council on site and acts as liaison officer between the emergency services, utilities, and the Council's employees and/or service providers.
Ministry of Housing, Communities & Local Government, Resilience and	MHCLG-RED act as a conduit for communications between central government and the local level. They are responsible for supporting local response and recovery efforts and

Term/Acronym (acronym in bold)	Definition (text in bold italics indicates a related definition)
Emergencies Division (MHCLG-RED)	ensuring that there is an accurate picture of the situation in their area.
Military Aid to the Civil Authorities (MACA)	Any category of assistance provided by the Ministry of Defence to the civil authorities.
National Inter Agency Liaison Officer (NILO)	An officer who can advise and support Incident Commanders , Police, Medical, Military and other Government Agencies on the organisation's operational capacity and capability to reduce risk and safely resolve incidents at where an attendance may be required. This will include major incidents , public order, domestic or any other situation benefitting from ILO attendance.
National Risk Register (NRR)	A publicly available statement of the assessment of the likelihood and potential impact of a range of different risks that might directly affect the UK.
Rest Centre (RC)	Building, which could include overnight facilities, designated by the local authority for the temporary accommodation of evacuees.
Rest Centre Liaison Officer (RCLO)	Council officers who facilitate access to rest centres during an incident and act as a liaison officer between the DEPO , British Red Cross (BRC) and facilities management.
Safety Advisory Group (SAG)	Multi-agency group set up to provide advice on safety matters for a specific event, or events, such as a major sporting event or a concert held in a stadium.
Situation Report (SitRep)	Report produced by an officer or body, outlining the current state and potential development of an incident and the response to it. (See Appendix H for SitRep Template)

For the full Glossary of Terms list please use the below link:

<http://www.jesip.org.uk/glossary>

Appendix A Lead Government Departments (LGD's)

The following government department and agencies will lead on certain types of incident or emergency.

Lead Government Department	Type of Emergency	Lead Agency
Cabinet Office (CO)	Satellite Incidents	Cabinet Office
	Civil Defence	Cabinet Office
	Major Software Failure	Cabinet Office
Department for Business, Energy & Industrial Strategy (BEIS)	Disruption to supply chains: <ul style="list-style-type: none"> • Telecommunications and postal services; • Oil, gas and electricity; • Strategic chemicals and manufacturing 	BEIS
	Radiation and Nuclear Hazards	BEIS
	Serious Industrial Accident with commercial/economic impacts	BEIS
	Severe Storms and Weather resulting in loss of power	Met Office
Department for Levelling Up, Housing and Communities (DLUHC)	Earthquakes	LUHC
	Severe Storms and Weather impacting on the built environment	Met Office
	Industrial Action	LUHC
	Reception and housing of British Nationals evacuated from overseas	LUHC
Department for Digital, Culture, Media & Sport (DCMS)	Disasters in Sports Grounds	DCMS
Department for Environment, Food and Rural Affairs (DEFRA)	Pollution to ground and surface waters (up to 3 mile limit)	Environment Agency
	Flooding	
	Major Explosion from landfill gas	
	Dam Failures	
	Serious Industrial Accident resulting in pollution	
	Animal Disease and Welfare	Animal & Plant Health Agency
	Plant Diseases	Animal & Plant Health Agency
	Drinking Water Contamination	Drinking Water Inspectorate
	Food Contamination	Food Standards Agency
Disruption to food, water and waste supply chains	Food Standards Agency and Drinking Water Inspectorate	

Lead Government Department	Type of Emergency	Lead Agency
Department for Transport (DfT)	Disruption to land, sea and air supply chains	DfT
	Accidental release of CBRN in transit	DfT
	Severe Storms and Weather impacting on land, sea and air travel	DfT
	Coastal Incidents	Maritime and Coastguard Agency
	Maritime Salvage	
	Marine and Coastal Pollution	
	Emergencies and Pollution – vessels and offshore installations	Health and Safety Executive
Transport Accidents – shipping, land and air.		
Department for Work and Pensions (DWP)	Serious Industrial Accident or Major Structural Collapse resulting from health and safety issues	Health and Safety Executive
Department of Health & Social Care	Infectious Diseases	Public Health England and NHS England
	Disruption to medical/healthcare supply chains	DHSC
Her Majesty's Treasury (HMT)	Disruption to financial supply chains	HMT
Home Office (HO)	Terrorism: conventional/siege/hostage/CBRN	Home Office
	Cyber/Electronic Attack	National Cyber Security Centre
	Major Public Order Incidents	Home Office
Ministry of Defence (MoD)	Defence of Nuclear Installations and material in transit	MoD
	Military transport accidents	MoD
	Unexploded Wartime Ordnance	EOD – Explosive Ordnance Disposal
Ministry of Justice (MoJ)	Emergencies in Crown Dependencies	MoJ

Appendix B Incident Specific Plan Summaries

The following list is a summary of council, multi-agency and West Midlands LRF plans. Copies of the plans are available, on request from the Resilience Team.

Sandwell Council Plans

Humanitarian Assistance Centre (HAC) Plan

Lists the potential emergency uses of pre-identified buildings – Humanitarian Assistance, information centres, vaccination centres etc. This facility (whether physical or virtual) is set up during response to and recovery from an emergency to provide a range of assistance to different categories of people affected by the emergency. i.e. ***Family and Friends Reception Centre***; Friends and Relatives Reception Centre; ***Humanitarian Assistance Centre***; ***Public Information Point***; Responders Welfare Centre; ***Rest Centre***; Survivor Reception Centre.

Extreme Weather Plan

A response framework for a prolonged period of Cold and Hot Weather, following Department of Health guidance. It outlines LA and NHS responsibilities, local command and control and escalation to multi-agency response.

Flood Plan

Details responsibilities, clarifies flood warning arrangements, highlights problem areas and lists response actions.

Media and Crisis Communications Framework

Outlines media relations in an emergency and provides guidelines for media statements and interviews.

Operation London Bridge

Details the Council response for marking the death of the Sovereign and Senior Members of the Royal Family.

Sandwell COVID-19 Local Outbreak Management Plan

Outlines the councils' response to an outbreak of COVID-19.

Recovery Management Framework

A strategic response framework to ensure the Council and other agencies meet the needs of the communities and drive recovery after a major emergency or incident.

Reservoir Plan

This plan addresses the on-site consequences and response arising from an actual or potential dam breach at the reservoirs at Dartmouth Boating Lake, Swan Pool, Sheepwash and Sandwell Valley Storage Lake.

Rest Centre Plan

Details pre-identified facilities used to provide emergency shelter to evacuated people.

Schools Emergency, Business Continuity & Recovery Plan – To help manage incidents and emergencies that occur at an Educational Establishment – School, College, Nursery etc. or that affects staff and/or pupils.

Multi-Agency Plans

Solvay COMAH External Emergency Plan

The plan aims to increase resilience by providing detail on procedures and available resources for all those involved in a multi-agency response.

Black Country Excess Deaths Plan;

This plan details contingency arrangements for Bereavement Services managing excess deaths in the Black Country.

Pipeline Contingency Plan (Pipeline Safety Regulations 1996)

The plan details actions to be taken to minimise injury caused by a major incident involving high-pressure pipelines in the West Midlands.

Radiation Emergencies (REPPiR)

The aim of this plan is to ensure arrangements are in place to supply information and advice to affected members of the public in the event of a radiation emergency.

Sandwell Borough Evacuation Plan

This plan provides an overview of the response arrangements to be implemented in the event of an evacuation, invacuation or dispersal of an area or areas in Sandwell.

West Midlands LRF Plans and Supporting Documents

Community Risk Register

This outlines hazards within the West Midlands, the likelihood that they will occur and any vulnerabilities. It also details current and future action to mitigate the risk.

National Emergency Plan – Fuel

This is a fuel shortage response plan; it includes a section on operating the priority use scheme during a fuel emergency.

WMCLRF - Multi-Agency Command and Control, Tactical & Strategic Co-ordinating Groups

During an emergency, it may be necessary to activate a TCG/SCG, bringing together executive level personnel from responding organisations. This document outlines the role of a TCG/SCG, how it would be activated and key operational considerations.

Voluntary Organisations Capabilities Guidance

Guidance to support the Civil Contingencies Act 2004 (CCA) in promoting and raising awareness of the potential voluntary sector contribution to emergency planning, response and recovery activities within the West Midlands Conurbation.

Appendix C Corporate Policies

Safety, Health and Welfare

Duties under the Health & Safety at Work Act require the Local Authority as an employer, to “ensure, so far as is reasonably practicable, the health, safety and welfare” of our employees and others. This is reinforced by duties under the Management of Health & Safety at Work Regulations, which require risk assessment of work undertaken and the use of suitable control measures to manage risk.

In an emergency, the Local Authority is still required to protect the health & safety of staff and others. Where appropriate, preparations should be made in advance to deal with the risks posed by emergencies – for instance key responders should have any training and equipment they could reasonably be expected to need to safely perform their role in managing the emergency.

The nature of an emergency is that all eventualities cannot be foreseen and prepared for; consequently, key responders must also be equipped with the skills to undertake dynamic risk assessments as issues emerge.

Regardless of the emergency, the law and Sandwell Council policies and procedures make it clear that, staff should not put themselves or others at risk.

Legal Background

The council must ensure that it acts within the general public law framework and relies on the powers and duties given to it by Parliament. Such powers once identified must be exercised in a proper and lawful manner.

The council is also regulated by its constitution which, for example, recognises in the rules governing the executive decision making process, that there may be situations where urgency requires a decision to be made very swiftly.

In an emergency, the council is likely to need to work with other stakeholders in the borough, all of whom may have their own external and internal controls and constraints to work within.

Where swift action needs to be taken it is important to ensure that procedures are followed and recorded as accurately and completely as possible. It is then possible for actions to be followed up and built upon to minimise any risk to the organisation and the individual of subsequent potential challenges.

In terms of risk management generally, training in relevant procedures needs to be kept up to date, reviewed and adequately resourced and managed at all levels.

Finance Arrangements - Authorisation for Emergency Expenditure

In the event of a major incident requiring immediate response, any officers pre-authorised by the S151 Officer may commit expenditure in effecting such a response. Only those named officers may commit funds under this authorisation and must report such expenditure to the S151 Officer as soon as possible.

The council liaison officer at the SCG must have the requisite authority to spend without having to refer back for authorisation.

It is vital to keep account of all expenditure incurred from the commencement of the council's involvement in the emergency response. The Council will provide the emergency budget code to cover expenditure as soon as a financial commitment is indicated.

Bellwin Scheme of Emergency Financial Assistance to Local Authorities:

The Bellwin Scheme provides emergency financial assistance, under Section 155 of the Local Government and Housing Act 1989. It details thresholds relating to claims specific to each local authority.

‘the scheme provides reimbursement for local authority costs incurred on, or in connection with, immediate action to safeguard life and property or to prevent suffering or severe inconvenience as a result of a disaster or emergency in the local authority area.’

Examples of expenditure likely to qualify under a scheme of emergency financial assistance are:

- setting up temporary premises, including temporary mortuaries;
- hire of additional vehicles, plant and machinery;
- removal of trees or timber dangerous to public;
- initial repair to highways, pavements, footpaths and clearance of debris;
- repair, removal or replacement of street lighting, furniture and signage;
- initial land drainage works to clear debris and unblock water courses;
- temporary employees/contactors to work on the emergency or replace permanent employees diverted from normal work;
- special overtime for employees, either during the emergency or after to catch up on work from which they were diverted by the incident;
- emergency works required to safeguard dangerous structures;
- cost of evacuating people from dangerous structures and temporary rehousing;
- cost of supplying food, provisions and key services to affected communities;
- costs incurred under Military Aid to the Civil Authorities (MACA) scheme;
- legal, clerical and other charges incurred to enable the above work.

Insurance and Indemnity

Volunteers: Insurance cover for volunteer staff working under the auspices of the council exists under the Local Authority's Public Liability Insurance Scheme. Should a volunteer be injured, lose or damage personal property or cause injury to a third party or property no admission of liability should be made or acknowledged by council members or staff. However, full details should be recorded and reported to the Insurance Section.

Indemnity for Military Assistance: The Ministry of Defence requires indemnity against any claim or loss arising from providing the assistance requested. When urgent attempts to save life preclude a prior written indemnity, the individual or organisation requesting the assistance will be required to give a verbal undertaking to sign an acceptance of liability as soon as possible, that person must possess the appropriate executive authority. There are two forms of indemnity, one for use when aircraft are involved and a second for all other types of military assistance.

Working Time Directive – Withdrawal from Normal Work

All managers are to make arrangements to advise their own staff of the initiation of these procedures; welfare provisions including rotas must also be agreed at the earliest opportunity. In the event of a major emergency or incident a wider corporate approach may be discussed and agreed at Leadership Team. Full details can be found in Contracts of Employment.

General Data Protection Regulation (GDPR) and Freedom of Information

Any information collected in relation to this plan will be used for the sole purpose of planning, preparing and response to a major emergency or incident. GDPR and Freedom of Information legislation applies, however, may be superseded during emergency response by the Civil Contingencies Act, 2004 (see Appendix A)

GDPR legislation does not prohibit the collection and sharing of personal data - it provides a framework where personal data can be used with confidence that individuals' privacy rights are respected. Emergency responders should consider the risk and potential harm that may arise if they do not share information; including balancing any damage to an individual and where appropriate, the public interest of keeping the information confidential against the public interest of sharing the information.

Equality and Diversity

Planning and response activity will always pay regard to specific and individual needs of those responding to an incident and the communities affected. For full considerations see the Rest Centre Plan, Emergency Assistance Centre Plan and Human Resources E&D policies.

Appendix D Roles and Responsibilities

Sandwell Council

<p>Roles and Responsibilities</p>	<p>As a Local Authority, Sandwell Council will:</p> <ul style="list-style-type: none"> • provide support to the emergency services and other organisations involved in the response; • provide a wide range of support services to protect vulnerable people in the community; • take part in single and multi-agency training, testing, exercising and debrief events in order to prepare for and improve emergency response; • facilitate the withdrawal of key staff from routine duties to support and undertake emergency response duties; • ensure provision of health, safety and welfare for responding staff; • provide suitable transport, accommodation and welfare for evacuees; • support the overall response to an emergency by making staff and equipment available for the purposes of mutual aid; • maintain records of actions taken and costs incurred; • maintain normal services at an appropriate level – business continuity; • lead the Recovery Phase.
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Leadership Team

<p>The Leadership Team is made up of the Chief Executive, directors, and Director of Public Health. They provide strategic leadership for the council during a major emergency or incident.</p>	
<p>Roles and Responsibilities</p>	<p>MB have a collective remit to:</p> <ul style="list-style-type: none"> • ensure that the aim and objectives of the emergency response are clearly outlined and fulfilled; • promote and encourage a fully integrated emergency response by Council staff; • encourage cooperation, mutual assistance and support between responding organisations; • develop strategies and policies to support the response; • ensure arrangements for the Recovery Phase are considered alongside response actions; • facilitate VIP visits and public events; • ensure effective resource allocation and withdrawal; • prioritise the health, safety and welfare of council responders; • activate Business Continuity Plans, if necessary, to support the emergency response and to allow services to continue to be provided to the public with minimal disruption.

Duty Director

The Duty Director is a Chief Officer, who covers a one week period on a 24/7 rota. Their role is to provide strategic support out of hours and/or when the Chief Executive is not available.

At times it may be necessary for another Director to take over the role of Duty Director; for example, if the Duty Director is also the Director for the services most heavily involved in response or affected by the emergency.

Roles and Responsibilities	<p>Main duties are to:</p> <ul style="list-style-type: none"> • declare a 'Major Incident' and activate the Emergency Plan or other plans/procedures, as required; • activate and Chair the Incident Management Team; • provide advice and assistance; • act as liaison between responding officers, Leadership Team and elected members; • attend strategic, multi-agency meetings, as required; • discuss any media strategies and approve press releases; • ensure the mobilisation and allocation of council resources is coordinated and balanced between the incident response and business as usual; • consider requests to/from other local authorities, regarding mutual aid; • provide briefings for a variety of audiences, as required; • ensure retention of documentation for enquiry purposes and enable the preservation of evidence.
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Cabinet Members

Roles and Responsibilities	<p>Cabinet Members have a collective remit to:</p> <ul style="list-style-type: none"> • authorise additional financial expenditure, if required; • support and advise on reallocation of resources; • act as a focal point for those Members whose electoral areas are affected; • take part in press conferences, to assist in informing and reassuring residents; • monitor the response, as necessary, and raise any issues with relevant parties; • be accountable for the council response.
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Elected Members

Roles and Responsibilities	<p>As representatives of the council and the public, Councillors will:</p> <ul style="list-style-type: none"> • safeguard the interests of their constituents; • provide local knowledge; • act as a channel for information between the council and the public; • assist in the handling of the media through liaison with the Duty Press Officer and senior officers; • manage the expectations of the public during the response and recovery phases of an emergency; • support council responders, when required, but ensure they have the space and ability to complete response tasks; • act as the public face of the council in interviews, if required.
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Duty Emergency Planning Officer (DEPO)

<p>There is a Duty Emergency Planning Officer available 24hrs a day, seven days a week, 365 days a year to coordinate Sandwell Council's emergency response.</p>	
Roles and Responsibilities	<p>Main duties are to:</p> <ul style="list-style-type: none"> • receive incident reports and alerts; • determine an appropriate level of response; • consider an appropriate method of escalation should the incident increase in scale and seriousness; • liaise with the emergency services, central government and other support organisations; • receive requests for Local Authority assistance from the emergency services – plant and equipment, representative for SCG/TCG/Control Rooms etc. • consider the needs of vulnerable citizens in the community; • liaise with all affected Service Areas within the Council; • produce timely situation reports to Members, IMT and responding officers; • arrange for the Incident Room to be opened and staffed accordingly; • arrange for the opening of, transportation to and staffing of an emergency Rest Centre(s); • facilitate the provision of beds and bedding at the Rest Centre(s); • advise the Incident Management Team, as required; • act as Tactical Advisor for representatives at multi-agency meetings; • resolve emergency response issues that may arise.

Forward Liaison Officer (FLO)

There is a Forward Liaison Officer available 24hrs a day, 7 days a week, 365 days a year to support Sandwell Council's emergency response at the site of an incident.

<p>Roles and Responsibilities</p>	<p>Main duties are to:</p> <ul style="list-style-type: none"> • attend the incident site to become the eyes and ears of the Council on site • obtain a risk assessment report (verbally) from the emergency services' incident control point regarding site safety (record an entry in log book) • act as liaison officer between the Emergency services and Utility Organisations and the Council's employees and/or service providers on site • keep the Duty Emergency Planning Officer briefed • assist the emergency services to evacuate members of the public having liaised with the DEPO regarding council-provided transportation/rest centres.
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Duty Press Officer

There is a Duty Press Officer available 24hrs a day, seven days a week, 365 days a year to coordinate Sandwell Council's media, social media and digital response in an emergency.

<p>Roles and Responsibilities</p>	<p>Main duties are to:</p> <ul style="list-style-type: none"> • provide an out-of-hours media management service; • liaise with the DEPO and regularly update internal communication channels; • keep the DEPO, IMT and other relevant parties briefed on media interest and issues; • liaise with and support media officers from the emergency services and other responding organisations to ensure consistent messages reach the public; • update public-facing communication channels, including the council website, Twitter, Facebook and provide the media with information.
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Service Liaison Officers

According to the nature of the incident Service Areas will ensure a Service Liaison Officer is available to provide advice. The Service Liaison Officer will be an experienced member of staff with a sufficient level of authority.

<p>Roles and Responsibilities</p>	<p>Main duties are to:</p> <ul style="list-style-type: none"> • consider the incident and any impact on their service; • inform the Directorate Management Team of the severity of the incident and request that resources be made available; • seek solutions to problems identified; • maintain a log of decisions and actions during the event; • feedback problems/ issues affecting the Service Area as part of the overall response of the council; • attend meetings and Incident Room (IR), as required.
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Appendix E Tactical Cells

Work Cell Name	Roles & Responsibilities	Who should be involved	Considerations
Communications	<p>Manage both internal & external messages, working closely with the media and partner agencies undertaking tasks such as:</p> <ul style="list-style-type: none"> • Media briefings, conferences & statements (Media enquiries, media analysis) • Intranet, internet & social media content (social media monitoring) • Communications with elected members • Supporting the LRF comms response • Staff briefings 	<ul style="list-style-type: none"> • Comms manager / Duty Press officer • Elected members • Relevant council services 	<ul style="list-style-type: none"> • All messages to the public or any media reps should be channelled via the comms work cell. • Liaise with and support media officers from the emergency services and other responding organisations to ensure consistent messages reach the public; • Manage Social Media aspects during an incident • Update public-facing comms channels, incl. council website, twitter, Facebook and provide the media with information Sharing of official updates
Environment & Infrastructure	<p>Oversight and management of the authority's response to 'open world' and environmental issues such as:</p> <ul style="list-style-type: none"> • Environmental Health & Pollution issues • Environment & Infrastructure Recovery • Flood Risk Management • Support to affected Council services • Road traffic management • CCTV network • Waste Management • Animal Health 	<ul style="list-style-type: none"> • Highways • Environmental Health • Assets & Land • Serco • • CCTV Control Room (Roway Lane) 	<ul style="list-style-type: none"> • Establish risk registers for each work stream • Corporate Risk Register / Strategic Risk Register / Community Risk Register • Consider & agree risk description
Resources	<p>Provide the physical and structural resources and the corporate technical advisers to respond to an incident. This will include:</p> <ul style="list-style-type: none"> • Finance • Legal • ICT, Cyber & Telephony • Facilities • Health & Safety • Housing Repairs / Property services • Human Resources • Transport • Security 	<ul style="list-style-type: none"> • Facilities manager • Finance manager • ICT Strategic Lead / ICT Business Partner • Business Excellence Service Manager • Legal Manager • HR Manager • Health & Safety Manager • Housing Manager / Service manager • Internal Transport Manager 	<p>Assess for the need of and allocate financial support where deemed necessary.</p> <p>Liaise with transport providers and ensure that transport is arranged if required.</p> <p>Ensure that health and safety risk assessments are current and adhered to.</p>

<p>Health & Welfare</p>	<p>Proactively provide support to Council Officers, residents, visitors to the area and others, in order to reduce the health & social impact of an incident. This will include:</p> <ul style="list-style-type: none"> • Emergency Social Care • Emergency Centres (Rest centres / HACs) • Public Health • Bereavement Services • Advice & support for Education • Health & Welfare Recovery • Accommodation, feeding & benefits 	<ul style="list-style-type: none"> • Resilience Team • Duty Officers • Public Health Consultant • Revs & Bens • Adult & Social Care • Education officer 	<ul style="list-style-type: none"> • Safeguard Vulnerable children & adults • Support identification of vulnerable persons • Placing relevant officers on standby (RCLO, FLO, Transport officers)
<p>Information Management</p>	<p>The Information Management work-cell will NOT provide technical support to service areas during an emergency. The main responsibility of the Information Management Work-Cell is to meet the needs of the IMT, providing support as required:</p> <ul style="list-style-type: none"> • Supporting the set up & running of the Incident Room • Taking partners, staff & elected members messages • Assigning messages to responders • Monitoring of outstanding messages & recording when they are actioned • Incident Logs, information points & boards • Admin support including loggists 	<ul style="list-style-type: none"> • Resilience Team • Information Management Officers • Loggists 	<ul style="list-style-type: none"> • Support staff emergency hotlines • Support to Incident Management Team • Managing data to aid effective decision making
<p>Business & Economy</p>	<ul style="list-style-type: none"> • Assesses the short- & long-term economic impacts for the area • Provides assistance to the business sector • Coordinate engagement with businesses in area on behalf of the council and relevant partners in respect of the crisis or major incident • Support & influence the development and delivery of the regional plans or arrangements by engaging with relevant groups, bodies and projects • Liaise and work with local & Regional support organisations to coordinate and promote the uptake of business and employment support 	<p>Business sector managers, both within the council and from external agencies Consumer and trade bodies</p>	<ul style="list-style-type: none"> • Provide support & guidance for businesses affected to resume trading as soon as possible • Devise an economic recovery strategy that takes account of regeneration and economic development opportunities in the affected area
<p>Community Recovery & Engagement</p>	<ul style="list-style-type: none"> • Ongoing engagement/support to communities & individuals affected • Wider voluntary sector engagement • Management of spontaneous volunteers & donations • Management of Disaster appeals • Receiving and escalating feedback from communities and individuals affected • Supporting council services that have post-incident statutory responsibilities in locations affected 	<ul style="list-style-type: none"> • Community Safety Team • Voluntary and faith sector leads • Welfare rights and Citizens Advice Bureau • Wellbeing service providers • SCVO 	<ul style="list-style-type: none"> • Longer Term community recovery • Signposting to support mechanisms such as food and financial assistance • Data collection and gathering from affected communities • Recruitment of volunteers and their H&S and wellbeing

Appendix F Incident Management AGENDA

Incident Management Meeting Agenda	
Emergency/Major Incident:	<i>Describe or detail the event</i>
Meeting Number:	
Time and Date:	
Location:	
Chair:	
Minutes:	

	Name	Role
Attendance:		
Apologies:		

Item	Summary
1.	Welcome & Introductions/apologies approval of previous minutes (if applicable)
2.	Background to Incident:
	<ul style="list-style-type: none"> • Information • Intelligence (If applicable) • Scale • Duration • Impact
3.	Appoint Council Representatives/Leads:
	<ul style="list-style-type: none"> • Strategic Coordinating Group Liaison • Tactical Coordinating Group Liaison • Operational • Public Relations • Recovery • Other
4.	Strategic Council aim, objectives and priorities
5.	Issues for immediate action/decision

6.	Service Updates
7.	Considerations:
	<ul style="list-style-type: none"> • Finance • Legal • Health, Safety & Welfare Issues • Resources (equipment, personnel) • Business Continuity • Mutual Aid/Contractors
8.	Liaison and Communication:
	<ul style="list-style-type: none"> • Internal Services/Teams/Responders • External Responders/Partners • Public • Elected Members • Government – MHCLG Resilience and Emergencies Division
9.	Battle Rhythm:
	<ul style="list-style-type: none"> • Meeting Frequency • Situation Reports Frequency • Mutual Aid/Contractors
10.	Summary of Actions allocated during meeting
11.	Time, date & place of next meeting

Appendix G Incident Information Handover Sheet

Date		Outgoing Officer	
Time		Incoming Officer	

Summary of Events	
Major Decisions Taken	
Unresolved Issues	
Information still required	
Activities still in progress	
Anticipated decisions required	

Appendix H Situation Report Template

Event/Incident		Prepared by	
Date		Time	
Telephone		Email	
Next update		Job Title/Role	

Incident details

(What? When? How?)

Council's Response

(Who attended? What did they do?)

Impact on Local Area / Community

(Disruption, Impact)

Predicted Escalation

(How the incident and the council's response are likely to develop)

PR/Health & Safety issues

(Level of media interest. Workforce/public/contractor safety)

Distribution List

1.	Chief Executive	
2.	MB	
3.	Duty Press Officer/Communications Team	
4.	Community Alarm Service/CCTV	
5.	Contact Centre/First Stop Shop	
6.	All Liaison Officers	
7.	Leader of the Council and Elected Members	
8.	Staff involved or interested	

Appendix I Sandwell Ward Boundary Map

