

# Bristol City Council

# INCIDENT RESPONSE PLAN

## June 2017

Please note: Due to ongoing organisational change some of the sub-sections within this plan are still under review, however, the principles contained in these sections are still valid.



## **Document Control**

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The plan will be reviewed at least every three years, as a result of lessons identified after an activation event or exercise, or following major changes of personnel or policy.

It is the responsibility of all responding Directorates to ensure that their staff are briefed, exercised and trained, as necessary, on the incident response procedure as described either in this plan or in their own business continuity plan.

Council briefing sessions and opportunities to take part in exercises will be offered to responding staff. Exercises may cover more than one type of incident and may also have a business continuity focus. Other agencies may be invited to observe, participate, or to help facilitate exercise / training events. Joint exercises will be planned as part of the LRF Exercise Programme.

<b>Version</b>	<b>Date</b>	<b>Author</b>	<b>Summary of Changes</b>
1.0	April 2012	Chris Mogg	First Publication
2.0	June 2014	Nigel Parsons	Minor amendments, including a review of capabilities, and updates to directorate details
2.1	December 2014	Nigel Parsons	Minor amendments, following a review of capabilities
2.2	March 2015	Nigel Parsons	Minor amendments, following a review of the school liaison capability
2.3	January 2017	Nigel Parsons	Minor amendments, following a review of capabilities and inclusion of Joint Emergency Service Interoperability Principles (JESIP)
2.4	May 2017	Nigel Parsons	Minor amendments
3	June 2017	Nigel Parsons	Minor amendments throughout the plan, inclusion of the new Duty Senior Manager role which has replaced the on call Strategic and Tactical Duty Officer roles

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## Section 1: Introduction

### 1.1 Aim

The aim of this plan is to outline the roles, responsibilities and structures specific to the Council's response to an Incident or Major Incident, (see Key Definitions below).

### 1.2 Scope

This plan covers all Directorates within the Council and will be used to respond to any incident or Major Incident within the geographical area administered by Bristol City Council. The plan can be activated at any time according to the criteria laid out in [Section 2: Activation / Notification](#).

The Council and other multi-agency partners will respond according to a Strategic, Tactical and Operational command structure and the Joint Emergency Service Interoperability Principles (JESIP). It is important that all Council response staff have an understanding of the command structure and that staff with roles that will bring them into contact with the Emergency Services have an awareness of JESIP. See [Section 3: Command and Control](#).

The key response roles within the Council including a brief description about the role, how the role is activated, and the initial actions that will be taken by the respective officer are outlined in [Section 4: BCC Response Roles](#).

The main response role of the Council, in a multi-agency incident, will be to support the emergency services and communities of Bristol. The level of support required will change as the incident progresses and may involve a range of the Council's activities as outlined in [Section 5: BCC Operational Response](#).

This plan focuses on the effects of an incident rather than the cause. Therefore, this plan is transferable to all incidents and will be used to guide the initial response of the Council. This includes the business contingency arrangements within the Council, using the same response levels, notification and activation process and incident management principles. This plan does not cover individual Council service business contingency arrangements; these are covered by separate plans, see the Corporate Business Continuity Plan for more details.

### 1.3 Key Definitions<sup>1</sup>

The Council works to the following definitions:

**Incident:** An event or situation requiring a response from the Emergency Services or other responders<sup>2</sup>

**Major Incident:** An event or situation, with a range of serious consequences, which requires special arrangements to be implemented by one or more emergency responder agencies.<sup>3</sup>

**Emergency:** An event or situation which threatens serious damage to human welfare in a place in the UK, the environment of a place in the UK, or war or terrorism which threatens serious damage to the security of the UK.<sup>4</sup>

<sup>1</sup> Refer to [Section 9: Glossary](#) for a complete list of definitions

<sup>2</sup> Definition of Incident Cabinet Office Lexicon February 2013

<sup>3</sup> Definition of Major Incident Cabinet Office July 2016

<sup>4</sup> Definition of Emergency as defined in part 1 of the Civil Contingencies Act 2004

Note: The term incident, rather than emergency, is referred to throughout this plan as it shows a clear escalation from an incident response to a major incident response. The response to a major incident will require the same foundations as an incident response; however, the Council's response will be escalated in terms of the number of staff involved and the resources committed.

## 1.4 Key Principles

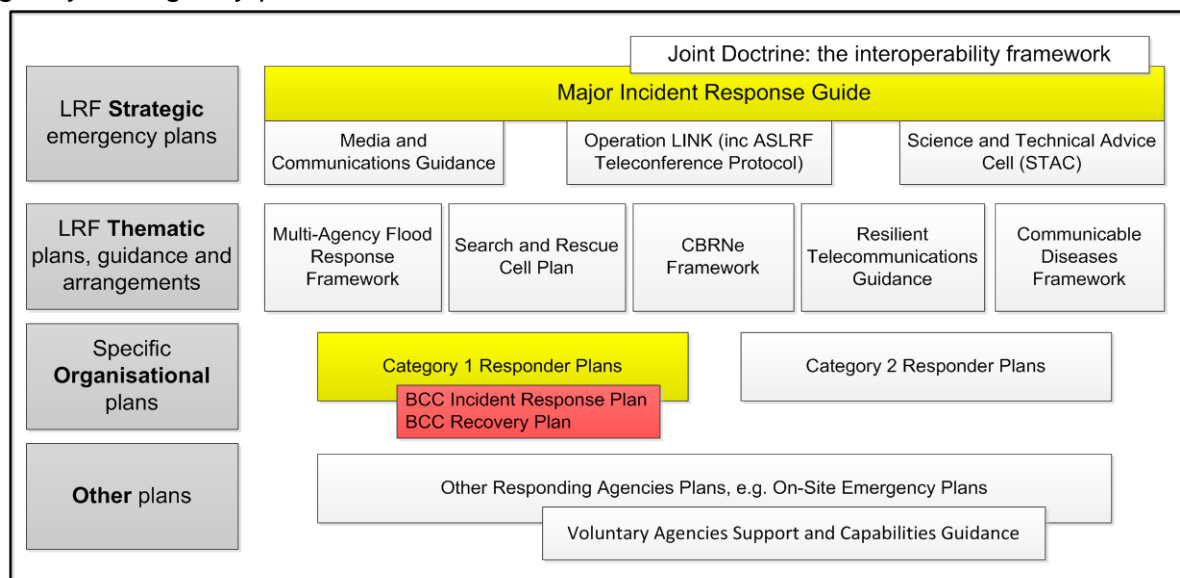
When responding to an incident the Council will:

- Respond to the incident at the lowest appropriate level (as recommended in National guidance)
- Prioritise public and staff safety
- Work to the principles of JESIP
- Promote self-help and recovery
- Comply with legislation at all times
- Warn and inform Staff, Elected Members, and members of the public, including vulnerable people, throughout the response and recovery
- Consider the economic impact of the response and monitor costs related to the response
- Be alert to the consequence of response decisions in order to aid recovery
- Maintain normal services at an appropriate level

## 1.5 Related Plans

The Council contributes to and responds according to a number of multi-agency plans produced by Avon and Somerset Local Resilience Forum (LRF).

The following diagram outlines the LRF, JESIP [Joint Doctrine](#), as well as and multi-agency plans and shows how the Incident Response Plan relates to the overall multi-agency emergency plan structure.



*Figure 1 – Plan Relationship*

The Council produces a number of specific organisational plans that will be used to support the generic incident response arrangements laid out in this plan. See [Appendix A: Related Plans / Guidance](#) for a complete list of BCC, LRF plans and links to National Guidance.

## Section 2: Activation / Notification

### 2.1 Notification of an Incident, Cascade and Activation

The primary means for receiving the notification of an incident is the Council's **Emergency Control Centre (ECC)**. However, during office hours the notification may reach the Council through other means, such as the Mayor's Office, Chief Executive's Office, Citizen Services or the CPU. Regardless of which officer / service receives the notification, the ECC must be informed immediately so that activation can commence, key information and required actions are recorded and are cascaded, as necessary, throughout the Council.

Depending on the nature and scale of the incident, the Emergency Control Centre may deal with the activation / notification as part of their normal operating procedures, e.g. calling out the Highway & Traffic Duty Officer or Dangerous Structures Officer.

Should the response require more than one Council Service, notification of an incident should be cascaded to the CPU or if the incident requires a response out of hours the Duty Civil Protection Officer (DCPO). The DCPO if necessary will escalate the incident to the Duty Senior Manager. Further cascade will follow the notification diagrams on the following pages in figures 2, 3 & 4, and will be relative to the level of response required.

Activation of each level is explained in the notification diagrams including details of the criteria for activation and the initial actions that should follow.

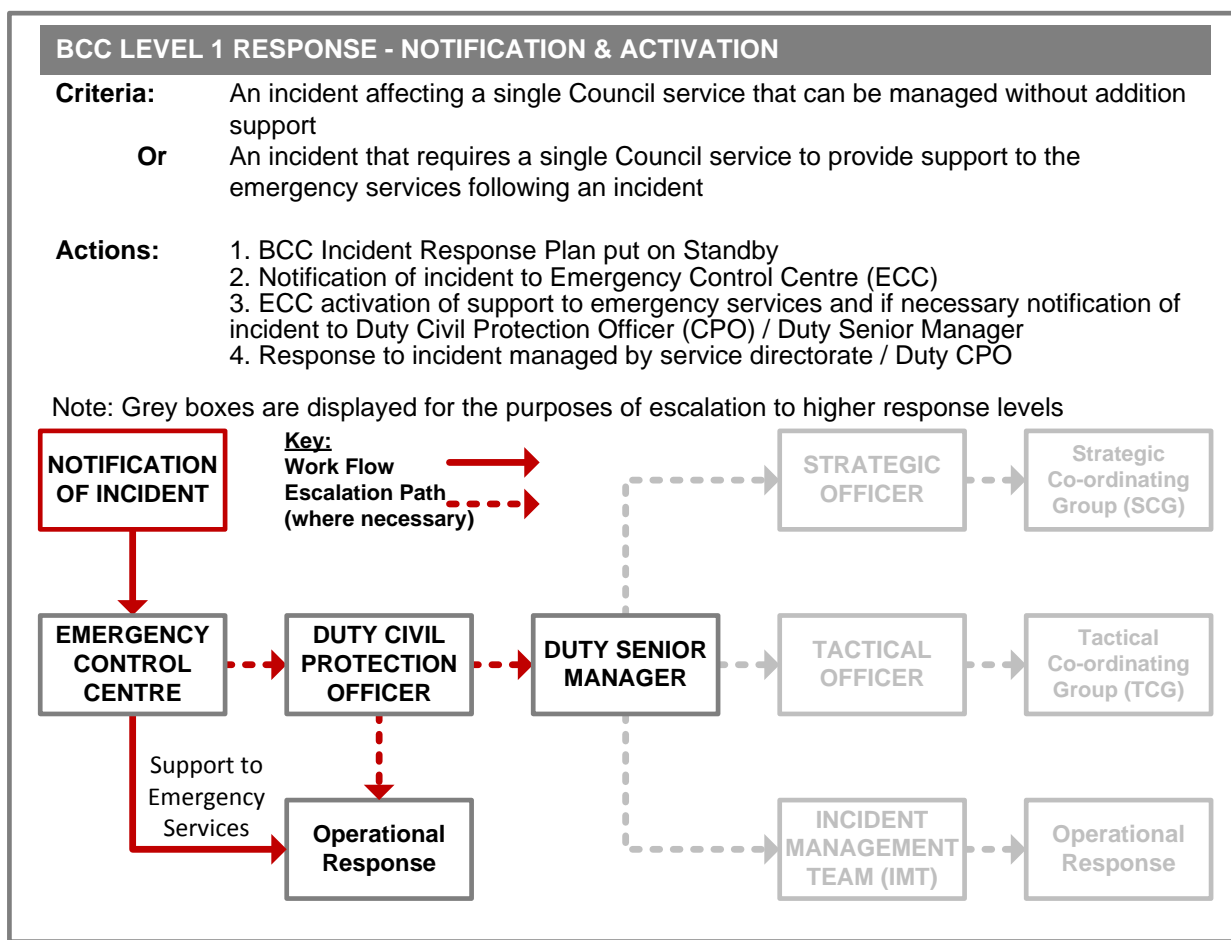
It is important that notification of an incident is carried out at the earliest opportunity so that Council staff can have as much time as possible to prepare their response.

For a business continuity incident; the service(s) affected will notify the ECC as part of their activation and notification process as detailed in their own contingency plan.

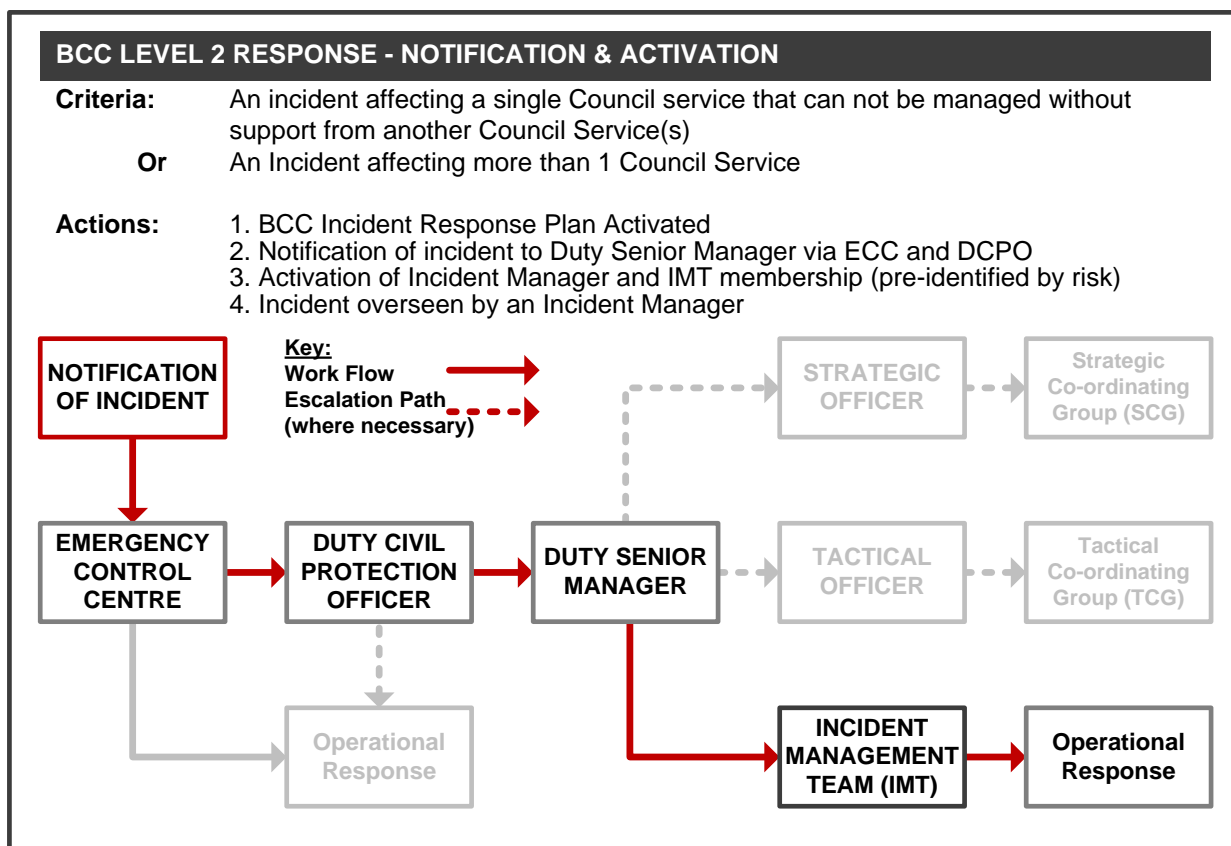
#### **Operation Link**

The notification of an incident and a request to join a multi-agency teleconference may come from the Police using the LRF cascade protocol, Operation Link.

See [Section 6.1.1 Operation Link](#) for more details.



*Figure 2 – Response Level 1 - Notification and Activation*



*Figure 3 – Response Level 2 - Notification and Activation*

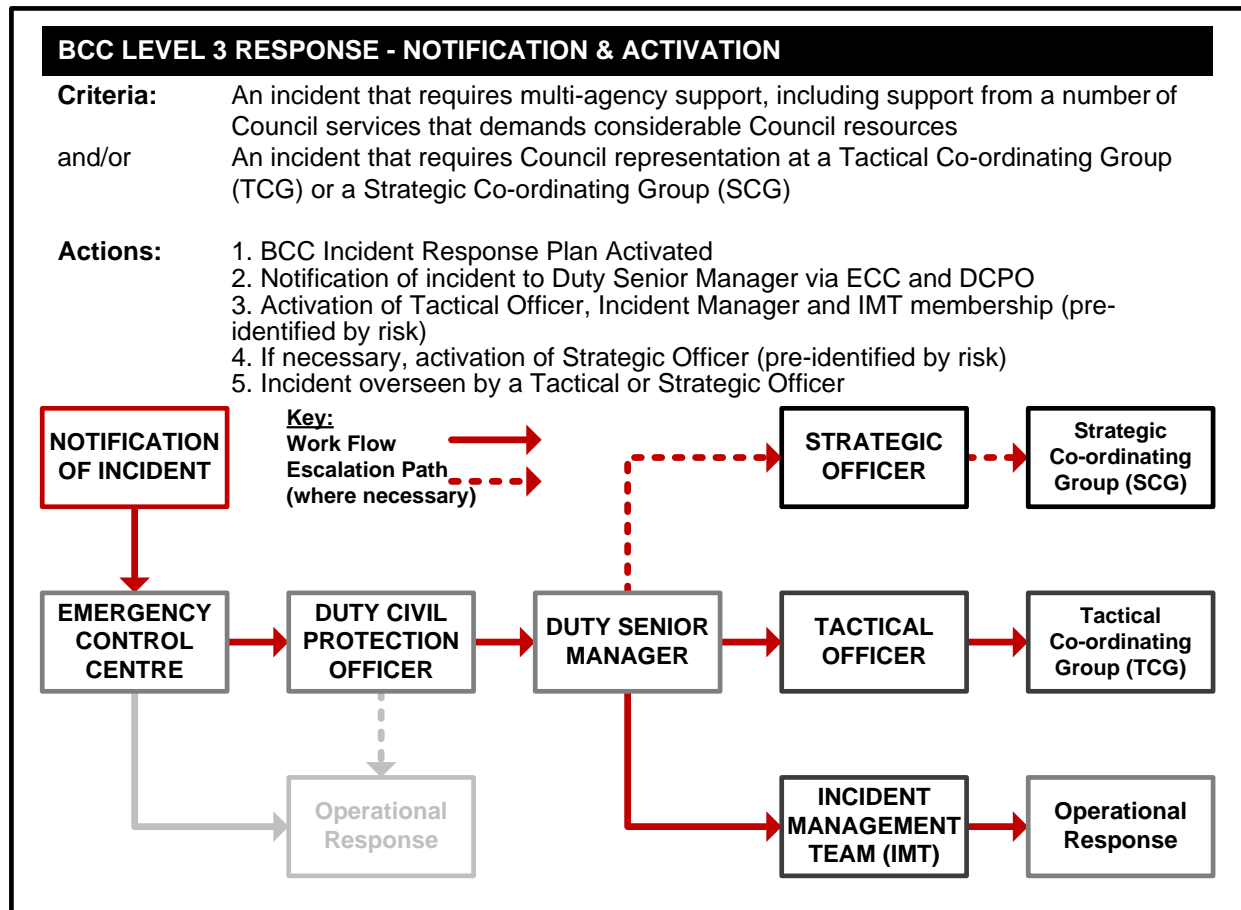


Figure 4 – Response Level 3 - Notification and Activation

All notifications will be carried out using the numbers given in the Emergency Contact Directory<sup>5</sup>, unless there is an Everbridge group set up for rapid dissemination, see [Section 6.1.3 Everbridge Mass Notification](#).

## 2.2 Activation of BCC Incident Response Plan

The different levels of activating/deactivating this plan include:

1. BCC INCIDENT RESPONSE PLAN STANDBY
  - This relates to an incident which impacts on a single Council service either directly or in providing support to the emergency services; that may escalate to a higher level of response, or the threat of a Major Incident.
2. BCC INCIDENT RESPONSE PLAN ACTIVATED
  - This relates to an incident which requires the activation of the Incident Management Team, deployment of a **Tactical** Officer and / or **Strategic** Officer, or where a **Major Incident has been declared**.
3. BCC INCIDENT RESPONSE PLAN STAND DOWN
  - This relates to the period following an incident where the **response phase has been stood down and the Council moves into the Recovery phase** (See BCC Recovery Plan).

<sup>5</sup> The Emergency Contact Directory contains contact information for those who will have a key role in response to an incident.

## **Section 3: Command and Control**

The Council will respond to an incident according to the formal structures set out in this plan and also the multi-agency arrangements detailed in the LRF Major Incident Response Guide (MIRG).

The following sections briefly explain the multi-agency incident response arrangements, as stated in the LRF MIRG, and the Joint Emergency Services Interoperability Principles (JESIP) Joint Doctrine leading to a full explanation of how the Council conforms to these arrangements.

The Incident Management Team (IMT) section outlines the internal incident management arrangements that are necessary to support both the multi-agency response and / or to maintain critical Council services.

The details of the operation and co-ordination at a national level for emergency response can be found in the UK Government [Concept of Operations](#) (ConOps) and the relevant chapters of [Emergency Response and Recovery](#).

### **3.1 JESIP Joint Doctrine<sup>6</sup>**

The JESIP Joint Doctrine provides a common way of working together with saving life and reducing harm at its core.

The key components of the Joint Doctrine, shown in Figures 5, 6 & 7, are:

- [Five Principles of Joint Working](#) - the principles we expect commanders to follow when planning a joint incident response
- [METHANE](#) - a common method for passing incident information between services and their control rooms
- [Joint Decision Model \(JDM\)](#) - A common model used nationally to enable Responders to make effective decisions together

The joint doctrine sets out what front line staff should do and how they should do it in a multi-agency working environment, in order to achieve the degree of interoperability that is essential for a joint response.

It provides responders, at the scene and elsewhere, with generic guidance on what actions they should undertake when responding to major and complex incidents, and the principles are equally relevant to day-to-day joint operations.

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<sup>6</sup> For more information refer to JESIP [Joint Doctrine](#) and JESIP website: [www.jesip.org.uk](http://www.jesip.org.uk)



Figure 5 – Principles for Joint Working

<b>M</b>	<b>MAJOR INCIDENT</b>	Has a major incident or standby been declared? (Yes / No - if no, then complete ETHANE message)	<i>Include the date and time of any declaration.</i>
<b>E</b>	<b>EXACT LOCATION</b>	What is the exact location or geographical area of the incident?	<i>Be as precise as possible, using a system that will be understood by all responders.</i>
<b>T</b>	<b>TYPE OF INCIDENT</b>	What kind of incident is it?	<i>For example, flooding, fire, utility failure or disease outbreak.</i>
<b>H</b>	<b>HAZARDS</b>	What hazards or potential hazards can be identified?	<i>Consider the likelihood of a hazard and the potential severity of any impact.</i>
<b>A</b>	<b>ACCESS</b>	What are the best routes for access and egress?	<i>Include information on inaccessible routes and rendezvous points (RVPs). Remember that services need to be able to leave the scene as well as access it.</i>
<b>N</b>	<b>NUMBER OF CASUALTIES</b>	How many casualties are there, and what condition are they in?	<i>Use an agreed classification system such as 'P1', 'P2', 'P3' and 'dead'.</i>
<b>E</b>	<b>EMERGENCY SERVICES</b>	Which, and how many, emergency responder assets and personnel are required or are already on-scene?	<i>Consider whether the assets of wider emergency responders, such as local authorities or the voluntary sector, may be required.</i>

Figure 6 – Shared Situation Awareness - METHANE



Figure 7 – Joint Decision Model

The Joint Decision Model (JDM) should be used as the standing agenda for Tactical Co-ordinating Group (TCG) meetings.

### 3.2 Tiers of Command

Any large incident requires a combined response, which links the expertise and the resources of the different emergency response agencies, including the emergency services, health organisations and the local authorities.

The response structure in Figure 8 shows the generic tiers of command and basic responsibilities: Strategic, Tactical and Operational (previously referred to as Gold, Silver and Bronze).

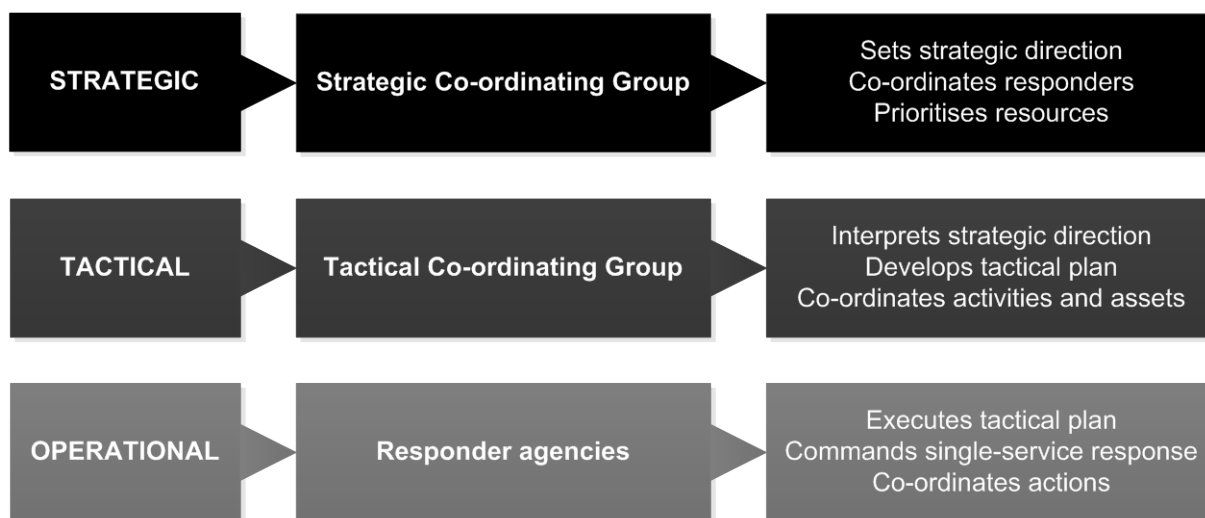


Figure 8 – Response Structure

### 3.3 Strategic

The strategic level within the response structure is where policy, strategy and the overall response framework are established. Each responding organisation will have a Strategic Officer who will represent their organisation as part of the multi-agency Strategic Co-ordinating Group (SCG). Each Strategic Officer retains overall control of the resources of their own organisation, but will delegate implementation decisions to their respective Tactical Officers. The SCG will be located away from the scene at a Strategic Co-ordinating Centre (SCC). This will usually be at A&S Constabulary HQ in Portishead.

*The Strategic Officer for the Council will either be the Chief Executive, a Strategic Director or a Service Director, or other officers as agreed by the Corporate Resilience Group. Some Strategic Officers have been pre-identified to represent the Council on a SCG depending on the type of incident.*

See [Appendix B: Pre-identified Officers and IMT Membership](#)

The Council's Strategic Officer is in overall charge of the Council's response and is responsible for presenting the Council's aims and objectives within the multi-agency SCG. They will also be responsible for formulating the internal strategy for responding to the incident and will be in direct command of the Council's resources.

Having the most appropriate Strategic Officer at the SCG given the particular nature of an incident will be essential to the effectiveness of Council's response, therefore the individual undertaking this role may be reassessed as the incident progresses. The Strategic Officer has full authority to make decisions on behalf of the Council and commit resources, as they deem necessary. See [Section 4.5 Strategic Officer](#).

### 3.4 Tactical

The Tactical level within the response structure is managed by a multi-agency Tactical Co-ordinating Group (TCG). The TCG will decide how to implement the strategy agreed by the SCG. The TCG will be located where they can maintain effective tactical command of the operation; this could be near the scene of the incident or in close proximity to a responding agency's control room.

*The Tactical Officer for the Council will either be a Service Director, a Head of Service or a Service Manager. Some Tactical Officers have been pre-identified to represent the Council on a TCG depending on the type of incident.*

See [Appendix B: Pre-identified Officers and IMT Membership](#)

The Council's Tactical Officer will represent the Council at TCG meetings. The Tactical Officer will discuss with the Duty Senior Manager and the DCPO whether the incident response requires an IMT, and if so they will collectively identify an Incident Manager to lead the IMT. See [Section 4.4 Tactical Officer](#)

The Council's Incident Manager is responsible for the organisation of Council resources and the deployment or redeployment of staff.

See [Section 3.6 Incident Management Team \(IMT\)](#)

### **3.5 Operational**

The Operational level within the response structure is where management of the 'hands on' work is undertaken at the incident site or associated areas. Operational Officers will control and deploy the resources of their respective service within a functional or geographical area and will put into effect the tactics agreed by the TCG.

The Council's Operational response covers the range of activities provided by the Council. This will either be those activities that are required to assist an emergency response or those services that are classified as critical services.

A list of these activities / services, including information about the lead directorate, how the service is activated, any contingency arrangements, and where to find further information can be found in [Section 5: BCC Operational Response](#).

### **3.6 Incident Management Team (IMT)**

The IMT will manage the Council's response, including support to any staff deployed as part of the incident and to any emergency assistance centre setup and operated by the Council. This group will make decisions upon a range of response activities, such as:

- Requests for assistance/additional resources to support the Council's response
- Requests for assistance from other Category 1 and 2 Responders
- Communications with staff, elected members and the Mayor
- Communications with the public, inc. vulnerable people<sup>7</sup>
- Deployment and redeployment of staff
- Monitor the Council's response in a legal context
- Business Continuity - maintaining critical services

It will be the responsibility of the IMT to oversee the implementation and activities of the Council's operational response and manage the Council's internal activities needed to maintain critical services.

The IMT will be in communication with the Tactical Officer in order to receive requests for assistance from the multi-agency response, and also to feedback any requests for assistance the Council may have from multi-agency partners.

One of the primary roles of the IMT is to assess the impact of the incident on the Council's Critical Services, this may lead to separate contingencies to support any affected critical services. This is addressed in full in the Corporate Business Continuity plan.

The membership of the first meeting (teleconference) of the IMT will be formed by management from across the Council pre-identified by risk, those whose teams are or may be involved and specialists linked to specific response plans.

The IMT will need to consider the unfolding events and the response and impact on the Council, and then review its membership selecting those best suited to respond to the nature of the specific incident.

[Appendix B: Pre-identified Officers and IMT Membership](#)

[Appendix C: IMT Agenda](#) contains a suggested agenda for the IMT.

<sup>7</sup> Any media release must be co-ordinated by the Duty Media Officer and the MAC

The Everbridge Incident Management Team alert groups can be used to notify pre-identified members that an IMT teleconference has been arranged.

See [Section 6.1.3 Everbridge Mass Notification](#)

An initial teleconference of the IMT will be held to brief members of the situation, to identify any actions that need to be started, to discuss the IMT membership, and to agree the next steps. Membership of the IMT will depend on the nature of the incident and can change as the incident progresses.

The IMT will need to decide whether they can continue to manage the incident via teleconference or if they need to establish an Incident Management Centre (IMC). The IMC can be any large conference / meeting room with connectivity / communication facilities for IMT members to work from. (e.g. the Ops Centre in temple Street)

The IMT should carry out an Incident Impact Assessment<sup>8</sup> which considers the Infrastructure, Community, Economic, Political, Organisation, Legal & Ethical (ICE-POLE) factors that can be affected by an incident. This assessment aims to quickly determine the impacts on the council, the services provided and the people of Bristol and how any mitigating action can influence the response to and recovery from an incident.

### **3.7 Media Advisory Cell / Media Briefing Centre**

It is essential that the media be dealt with effectively in order to communicate accurate information about the incident to the general public. If the media are not managed effectively, their actions in seeking information by other means may interfere with the response to the incident.

In major incidents when a SCG is established, a multi-agency Media Advisory Cell (MAC) is set up within the SCC to ensure consistent communication is delivered by all agencies. MAC brings together media representatives of the key organisations involved in the response to the emergency.

The Police usually lead the media response and may establish a multi-agency Media Briefing Centre (MBC) or Forward Media Briefing Point (FMBP) which are capable of responding quickly to requests from the media whilst ensuring a co-ordinated, multi-agency approach.

The Council's Public Relations team have a Duty Media Officer available 24/7 who will represent the interests of the Council at a MAC or MBC and to support the Council's legal duty to warn and inform the public of incidents, see [Section 4.8 Media Duty Officer](#) for more details.

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<sup>8</sup> Using the [Incident Impact Assessment Guide](#)

### **3.8 Science and Technical Advice Cell (STAC)**

If the SCG require scientific and technical advice during an incident a STAC will be established.

The purpose of the STAC is to ensure that the SCG receives the best possible technical advice, from a single source, in a timely and co-ordinated fashion. Public Health and Environmental Health teams are core members of the STAC.

The main responsibilities of the STAC in response to an incident are to:

- Provide a common source of health, scientific and technical advice to the SCG
- Monitor and co-ordinate the responding science and technical community to deliver on the strategic objectives and immediate priorities
- Agree on any divergence from agreed arrangements for providing science and technical input
- Pool information available and arrive, as far as possible, at a common view on the scientific and technical merits of different courses of action
- Provide a common brief to the technical lead from each agency represented in the cell on the extent of the evidence base available, how the situation might develop and the likely effects of various mitigation strategies
- Identify other agencies / individuals with specialist advice who would be invited to join the cell in order to inform the response
- Liaise with national specialist advisors from agencies represented in the cell and, where appropriate, the wider scientific and technical community to ensure the best possible advice is provided
- Ensure advice presented locally and nationally is consistent
- Ensure a practical division of effort among the scientific response to avoid duplication and overcome any immediate problems arising
- Maintain a written record of decisions made and rationale.

The Service Director Public Health may be requested to chair or support the STAC. See [Section 5.8 Public Health Advice](#).

An Environment Health Officer may be requested to attend the STAC to represent the interests of the Council, see [Section 5.10 Public Protection](#) for more details.

### 3.9 Incident Response Agencies

The multi-agency response to an incident is likely to draw together a number of public, private, and voluntary sector organisations. It is therefore important that the Council's emergency response officers are familiar with who else responds and who else they can expect to work and share resources with. The table below lists category 1 and 2 responders, as defined in the Civil Contingencies Act (CCA), along with local examples of such agencies.

<b>Category 1 Responders</b>	<b>Category 2 Responders</b>	<b>Other Agencies</b>
Person or body listed in part 1 of schedule 1 to the CCA, normally at the core of the response to an emergency.	Person or body listed in part 3 of schedule 1 to the CCA, less likely to be at the core of the response to an emergency, but co-operating with category 1 responders.	Other agencies that are not legally defined as emergency responders, but may be drawn into the emergency response if the situation dictates.
<ul style="list-style-type: none"> <li>▪ Bristol City Council</li> <li>▪ Bath &amp; North East Somerset Council</li> <li>▪ North Somerset Council</li> <li>▪ Somerset County Council</li> <li>▪ South Gloucestershire Council</li> <li>▪ Avon &amp; Somerset Constabulary</li> <li>▪ British Transport Police</li> <li>▪ Avon Fire &amp; Rescue Service</li> <li>▪ Devon &amp; Somerset Fire &amp; Rescue Service</li> <li>▪ South Western Ambulance Service NHS Foundation Trust</li> <li>▪ NHS England</li> <li>▪ Public Health England</li> <li>▪ Hospitals – including North Bristol NHS Trust and University Hospitals Bristol</li> <li>▪ Bristol Port Health Authority</li> <li>▪ Environment Agency</li> <li>▪ Maritime and Coastguard Agency</li> <li>▪ Civil Nuclear Constabulary</li> </ul>	<p><b>Power, e.g:</b></p> <ul style="list-style-type: none"> <li>▪ British Nuclear Group</li> <li>▪ Powergen UK</li> <li>▪ Seabank Power Station</li> <li>▪ National Grid</li> <li>▪ Western Power Distribution</li> <li>▪ Wales and West Utilities Ltd</li> </ul> <p><b>Water, e.g:</b></p> <ul style="list-style-type: none"> <li>▪ Bristol Water plc</li> <li>▪ Wessex Water Services Ltd</li> </ul> <p><b>Transport, e.g:</b></p> <ul style="list-style-type: none"> <li>▪ Network Rail</li> <li>▪ Train operating companies</li> <li>▪ Bristol Airport</li> <li>▪ Highways England</li> </ul> <p><b>Telecommunications, e.g:</b></p> <ul style="list-style-type: none"> <li>▪ BT plc</li> <li>▪ Virgin Multimedia</li> <li>▪ Vodafone</li> </ul> <p><b>Others, e.g:</b></p> <ul style="list-style-type: none"> <li>▪ Clinical Commissioning Board</li> <li>▪ Health &amp; Safety Executive</li> </ul>	<ul style="list-style-type: none"> <li>▪ DCLG Red Team (South)</li> <li>▪ Met Office</li> <li>▪ Military</li> </ul> <p><b>Voluntary Agencies:</b></p> <ul style="list-style-type: none"> <li>▪ A&amp;S Search &amp; Rescue</li> <li>▪ British Red Cross</li> <li>▪ Care Forum</li> <li>▪ CRUSE Bereavement Care</li> <li>▪ Freewheelers</li> <li>▪ Lions Club</li> <li>▪ Maritime Volunteer Service</li> <li>▪ Multi-Faith Response Team</li> <li>▪ RAYNET</li> <li>▪ Rotary Club</li> <li>▪ RSPCA</li> <li>▪ Salvation Army</li> <li>▪ Samaritan's Purse</li> <li>▪ Samaritans</li> <li>▪ Scouts</li> <li>▪ Search &amp; Rescue Assistance in Disasters</li> <li>▪ St. Johns Ambulance</li> <li>▪ Victim Support</li> <li>▪ Wessex 4x4 Response</li> </ul>

### 3.10 Voluntary Agencies

Voluntary Agencies may play an essential role in supporting a response, such as assisting welfare needs to those affected. A key role of the Council will be to co-ordinate the involvement of voluntary agencies during an incident response. If an incident requires assistance from the Voluntary Agencies, callout lists and agency capabilities can be obtained from the CPU.

In response to the incidents where voluntary agencies help is offered or requested, the Incident Management Team (IMT) should consider establishing a voluntary agency lead officer and / or sub group to co-ordinate their activities.

### **3.11 Information Management**

Atlas Incident Management Software (AIMS)<sup>9</sup> will be used for recording information during an incident, including log keeping, assigning tasks and sending messages.

AIMS is the electronic software used by the Council to chronologically record information about an incident. The comments, actions, and decisions that are recorded in AIMS should be referred to throughout the incident and during any post-incident debrief. AIMS will be central to the management of the incident. AIMS can be used for:

- Log keeping:
  - Record key decisions and the reasons why these were made
  - Record the aims, objectives, and actions throughout the incident
  - Record developments in the incident
  - Provide accurate information for the post-incident debrief
  - Provide a source of evidence during any public enquiry
  - Provide an audit trail for cost recovery
- Assigning tasks
- Send messages

Following notification of an incident, an Emergency Control Officer will create an event using AIMS. Therefore an AIMS log should already be up and running prior to activation of the IMT. The CPU hold full details of AIMS trained individuals.

During times when AIMS is unavailable, a Paper Logging System should be implemented. Incident Log Sheets are available from the CPU.

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<sup>9</sup> More information about AIMS can be found in the AIMS User Guide and the Incident Management Room Policy, including details of the Paper Logging System.

## Section 4: BCC Response Roles

Section 4 outlines the key response roles within the Council. Each sub-section contains a brief description about the role, how the role is activated, and initial considerations and actions that will be taken by the respective officer.

The response roles covered in this section include:

- 4.1 [Emergency Control Officer](#)
- 4.2 [Duty Civil Protection Officer](#)
- 4.3 [Duty Senior Manager](#)
- 4.4 [Tactical Officer](#)
- 4.5 [Strategic Officer](#)
- 4.6 [Incident Manager](#)
- 4.7 [Specialists Officers \(IMT Members\)](#)
- 4.8 [Media Duty Officer](#)
- 4.9 [Critical Service Managers and Staff](#)
- 4.10 [Non-Critical Service Staff](#)
- 4.11 [The Mayor & Elected Members](#)

## **4.1 Emergency Control Officer**

### **4.1.1 Description**

The Council's Emergency Control Centre (ECC) will usually be the first point of contact for notification of an incident. The Emergency Control Officer taking the initial notification will be responsible for collecting key information about the incident, initiating any requests for Council assistance, and logging information within AIMS.

A key role of staff within the ECC will be to recognise the severity of the incident against the criteria contained in their operating procedures, and make the necessary notifications to trigger the Council's response.

The role of ECC will be particularly important during incidents that are out of office hours, as the centre is staffed 24/7/365. The ECC is equipped with CCTV, telephones, airwave radios, and ICT facilities.

Emergency Control Officers will respond to requests for assistance in the immediate aftermath of an incident and have procedures in place for activating many of the Council's response activities and will do so directly if required. For example, if there is a request for a Dangerous Structures Officer, the Emergency Control Officer will contact the on-call officer directly. They will also work with the DCPO to activate the operational response, organising emergency transport, or notifying key staff.

### **4.1.2 Activation**

The ECC is ready to respond at all times. Notification of an incident will usually come from an external source, e.g. the emergency services or a member of the public. If the notification of an incident comes into the Council through an alternative means the ECC should be notified of the incident as soon as possible.

### **4.1.3 Initial Response – Generic Considerations**

It is important to find out accurate details about the situation, as this will determine the level of response the Council commits to the incident. It is therefore essential that the Emergency Control Officer considers / asks for the following information:

- Who is reporting the incident? (Name, contact details, agency)
- What has happened?
- What type of incident is it?
- Where is the incident?
- What time did the incident occur?
- Is the incident over, or could it escalate further?
- Who is involved – Agencies / Staff / Public, inc. vulnerable people?
- Have any other Council colleagues been informed?
- Are there any casualties?
- What disruption has this caused?
  - Have roads been closed?
  - Have people been evacuated? If so, approximately how many?
- Are there any requests for Council assistance?
  - If Council assistance is required to attend the scene, what are the best routes for access?
- Does CCTV cover this incident area?

**4.1.4 Initial Response – Role Specific Actions**

Following notification of an incident, Emergency Control Officer(s) will have a number of actions to carry out.

Note: The list of actions below should be used as a guide to prompt the initial response of the Emergency Control Officer. Depending on the nature or scale of the incident, not all actions in the list will be applicable. Also, the list is not exhaustive as it is not possible to predict all the actions that may be required.

The Emergency Control Officer(s) will:

- Receive notifications and record key information
- Create and maintain an incident log of the key decisions and actions(using AIMS)
- Cascade notifications where necessary
- Activate the Council's operational response where possible
- Maintain communications with multi-agency partners
- Capture CCTV coverage of the incident where possible

**Contingency:**

In the event that the ECC requires to be evacuated for any length of time the functions of the ECC can be diverted to a disaster recovery site.

## **4.2 Duty Civil Protection Officer (DCPO)**

### **4.2.1 Description**

The primary role of the DCPO will be to provide generic incident response advice, support to and co-ordinating responding staff from the Council, this could include support to officers at SCG, TCG or the IMT. The Civil Protection Officer will also act as a Liaison Officer for multi-agency partners who may request Council support.

The DCPO will have a key role in the notification chain and activation of the Council's response. If necessary, the DCPO will alert the Duty Senior Manager of ongoing incidents and to discuss if a tactical and / or strategic level response is required. Where necessary, the DCPO will also work with the ECC to activate the Council's operational response in the immediate aftermath of the incident. It is essential that they follow up any requests for Council assistance in a timely and efficient manner.

### **4.2.2 Activation**

The DCPO is available 24/7/365. The ECC will carry out the notification of the DCPO if there is an incident that requires (or has the potential to require) a response by the Council that is outside of 'normal business'. If necessary, the DCPO will call out other members of the CPU to support the response. Details of the on-call rota for the DCPO can be found on the Source, [CPU Duty Officer](#).

*The activities of the DCPO and the CPU will be determined by the nature of the incident and the number of staff available to respond.*

### **4.2.3 Initial Response – Generic Considerations**

It is important to find out accurate details about the situation, as this will determine the level of response the Council commits to the incident. It is therefore essential that the DCPO considers / asks for the following information:

- What has happened?
- Where is the incident?
- What time did the incident occur?
- Is the incident over, or could it escalate further?
- Who is involved – Agencies / Staff / Public, inc. vulnerable people?
- Are there any casualties?
- What disruption has this caused? e.g. road closures / evacuations?
- What command structures are currently in place?
- Have there been any requests for Council assistance?
- Have any other Council colleagues been informed / deployed?
- Any impact of Council property, assets or critical services?  
(offices, schools, sheltered accommodation, etc..)
- Who knows / needs to know?

#### 4.2.4 Initial Response – Role Specific Actions

Following notification of an incident, the DCPO will have a number of actions to carry out.

Note: The list of actions below should be used as a guide to prompt the initial response of the DCPO. Depending on the nature or scale of the incident, not all actions in the list will be applicable. Also, the list is not exhaustive as it is not possible to predict all the actions that may be required.

The DCPO will:

- Notify the Duty Senior Manager according to the criteria detailed in [section 2](#)
- In co-operation with ECC, activate and oversee the activation of the Council's operational response as requested (until the Duty Senior Manager is notified and an IMT is convened)
- Be prepared to attend the scene of the incident as liaison officer (or ensure a specialist officer is attending, e.g. the Highways & Traffic Duty Officer)
- Be prepared to attend the IMC as CPU representative for the IMT (unless required to attend SCG/TCG)
  - Ensure the IMC is set up
  - Ensure all Directorate representatives, specialists, support staff and any relevant multi-agency staff have been notified and are in attendance.
  - Offer tactical advice to the IMT as requested
- Be prepared to attend SCG/TCG meetings as advisor or to support the Council's strategic / tactical officers
- Ensure relevant notifications have been made and channels of communications are open to give updates / requests for actions
- Make sure key actions and decisions are recorded (using AIMS)
- Consider the need for:
  - Evacuation – Transport / Specialist Transport
  - Emergency Assistance Centres
  - Warning & Informing
  - Voluntary Agency support
  - Long term Recovery

## **4.3 Duty Senior Manager**

### **4.3.1 Description**

The Duty Senior Manager is the most senior Council officer on standby duty. The Duty Senior Manager is responsible for ensuring the Council responds effectively and appropriately to incidents and business continuity disruptions.

The Duty Senior Manager rota is made up of Strategic Directors and Service Directors and other officers as agreed by the Corporate Resilience Group. Duty periods run for a week at a time with the duty handover at 10am on Friday mornings.

*The Duty Senior Manager will ensure an effective response to incidents and business continuity disruptions by:*

- *Assessing the nature and likely impact of an incident, including the impact on business continuity, identifying an Incident Manager and forming an Incident Management Team to co-ordinate the management of the incident when appropriate*  
*(See [Section 3.6 Incident Management Team](#))*
- *Ensuring appropriate officers attend multi-agency coordination meetings (There is a cadre of Tactical and Strategic Officers available; however, depending on the nature of the incident and the availability of strategic and tactical leads out of hours, the Duty Senior Manager may decide to carry out the Tactical or Strategic Officer role themselves.*  
*[See Appendix B: Pre-identified Officers and IMT Membership.](#))*
- *Ensuring the incident and associated information and advice is communicated to the Strategic Leadership Team, the Mayor's Office, Elected Members, staff and other stakeholders as appropriate.*

### **4.3.2 Activation**

The Council has a Duty Senior Manager available 24/7/365. The Duty Senior Manager will be notified by the DCPO, according to the Council's notification chain. Contact details for Duty Senior Managers can be found in the Emergency Contact Directory.

### **4.3.3 Initial Response – Generic Considerations**

It is important to find out accurate details about the situation, as this will determine the level of response the Council commits to the incident. It is therefore essential that the Duty Senior Manager considers / asks for the following information:

- What has happened?
- Where is the incident?
- What time did the incident occur?
- Is the incident over, or could it escalate further?
- Who is involved – Agencies / Staff / Public, inc. vulnerable people?
- Are there any casualties?
- What disruption has this caused?
- What will be the impact on critical service delivery?
- What command structures are currently in place?
- Have there been any requests for Council assistance?
- Who else in the Council needs to know about this incident?

- What level of response is needed?
  - Is a Tactical Officer and / or a Strategic Officer needed?
- Any impact of Council property or assets?  
(offices, schools, sheltered accommodation, etc..)

#### **4.3.4 Initial Response – Role Specific Actions**

Following notification of an incident, the Duty Senior Manager will have a number of actions to carry out.

Note: The list of actions below should be used as a guide to prompt the initial response of the Duty Senior Manager. Depending on the nature or scale of the incident, not all actions in the list will be applicable. Also, the list is not exhaustive as it is not possible to predict all the actions that may be required.

The Duty Senior Manager will carry out the following actions:

- Assess the incident with the DCPO
- Determine the level of response required
  - Identify and notify relevant Tactical and Strategic Officers (if required)
- With the DCPO, decide whether the incident requires the formation of an IMT
  - If an IMT is required, identify an Incident Manager and ask the DCPO to alert the IMT membership for a teleconference at the earliest opportunity, see [Appendix B: Pre-identified Officers and IMT Membership](#)
  - Be prepared to brief the IMT and discuss / agree any requests for Council assistance that originate from the multi-agency response

Contact details for Incident Managers, Tactical and Strategic Officers can be found in the Emergency Contact Directory.

## **4.4 Tactical Officer**

### **4.4.1 Description**

The Tactical Officer will represent the Council at TCG meetings. The Tactical Officer will continually assess the incident, in terms of the assistance required and how the Council's response should be prioritised.

The Tactical Officer, in discussion with the Duty Senior Manager, will decide on whether the incident requires an IMT, and if so, will nominate an Incident Manager and call for an emergency teleconference of the IMT.

In an incident that **does not** require the formation of the IMT, the Tactical Officer will be solely responsible (with support from the DCPO or other advisor) for leading the Council's response at the TCG. The Tactical Officer will therefore have to monitor both the implementation of any operational response and representation of the Council within the multi-agency context.

In an incident that **does** require the formation of the IMT, the Tactical Officer will be responsible for representing the Council's interest within the multi-agency context only, and will be responsible for the tactical liaison between multi-agency partners and the IMT.

### **4.4.2 Activation**

The Tactical Officer will be notified of incidents by the Duty Senior Manager or the DCPO, according to the Council's notification chain. Contact details for Tactical Officers can be found in the Emergency Contact Directory. This is likely to be a manager whose directorate or service has a significant role in the incident response.

See [Appendix B: Pre-identified Officers and IMT Membership](#)

### **4.4.3 Initial Response – Generic Considerations**

It is important to find out accurate details about the situation, as this will determine the level of response the Council commits to the incident. It is therefore essential that the Tactical Officer considers / asks for the following information:

- What has happened?
- Where is the incident?
- What time did the incident occur?
- Is the incident over, or could it escalate further?
- Who is involved – Agencies / Staff / Public, inc. vulnerable people?
- Are there any casualties?
- What disruption has this caused?
- What will be the impact on critical service delivery?
- What command structures are currently in place?
- Have there been any requests for Council assistance?
- Who else in the Council needs to know about this incident?
- Any impact of Council property or assets?  
(offices, schools, sheltered accommodation, etc..)

**4.4.4 Initial Response – Role Specific Actions**

Following notification of an incident, the Tactical Officer will have a number of actions to carry out.

Note: The list of actions below should be used as a guide to prompt the initial response of the Tactical Officer. Depending on the nature or scale of the incident, not all actions in the list will be applicable. Also, the list is not exhaustive as it is not possible to predict all the actions that may be required.

The Tactical Officer will carry out the following actions:

- Maintain communications with the Strategic Officer (if SCG convened)
- Liaise with the Duty Senior Manager and DCPO and decide whether the incident requires an IMT
  - If an IMT is required, identify an Incident Manager and ask the DCPO to alert the IMT membership for a teleconference at the earliest opportunity
  - Be prepared to brief the IMT and discuss / agree any requests for Council assistance that originate from the multi-agency response
- Be prepared to attend a TCG, and consider what arrangements to make before attending – i.e. travel / resources / briefings
- Ensure relevant notifications have been made and channels of communications are open to give updates / requests for actions
- Monitor the general implementation of the Council's operational response (until the IMT has been formed)
- Make sure secretarial support is available to record key actions and decisions (using AIMS)
- Consider the need for:
  - Emergency Assistance Centres - i.e. Evacuation / Reception Centres
  - Warning & Informing, including media handling arrangements
  - Staff working hours – welfare needs of staff
  - Financial arrangements / support
  - Voluntary Agency support
  - Long term Recovery

## **4.5 Strategic Officer**

### **4.5.1 Description**

The Strategic Officer has overall responsibility for the Council's response to and recovery from major incidents and emergencies. The Strategic Officer will represent the Council at Strategic Co-ordinating Group (SCG) meetings whenever possible and will chair the strategic Recovery Co-ordinating Group (RCG).

Liaising closely with the Mayor, the Strategic Officer will lead the Council's strategic response to incidents. In co-ordination with the Mayor, the Strategic Officer is responsible for identifying and representing the Council's aims and objectives within the multi-agency response strategy. The Strategic Officer will maintain a strategic overview of the incident and will delegate actions to the Council's Tactical Officer(s) in order to implement key priorities.

As the Council will lead on the recovery of an incident in Bristol the Strategic Officer will ensure recovery issues are considered at every stage of the response.

The Strategic Officer will:

- Lead the Council's response to an incident at the strategic level
- Notify and liaise with the Mayor during incidents
- Ensure the Council is represented at all SCG meetings
- Engage with other multi-agency strategic officers
- Liaise with Central Government where necessary
- In co-ordination with the Mayor identify and promote the Council's response objectives
- Commit sufficient resources to the incident
- Maintain a strategic overview of the impact on wider business continuity issues<sup>10</sup>
- Consider and plan for the Recovery Phase at the outset of an incident
- Chair the multi-agency strategic Recovery Co-ordinating Group
- Oversee the Council's financial accountability, including Appeal Funds in conjunction with the Voluntary Agencies, e.g. the Red Cross
- Ensure the Council's legal obligations are met
- Liaise with the Mayor regarding escorting VIPs to affected areas

### **4.5.2 Activation**

The Strategic Officer will be notified of incidents by the Duty Senior Manager, or DCPO (as necessary) as part of the notification chain.

See [Appendix B: Pre-identified Officers and IMT Membership](#)

Contact details of the Chief Executive and all Strategic Officers can be found in the Emergency Contact Directory.

The Chief Executive has overall responsibility for the Council's response to, and recovery from, major incidents and emergencies and may wish to carry out this role himself.

<sup>10</sup> See BCC Corporate Continuity Plan

### **4.5.3 Initial Response – Generic Considerations**

It is important to find out accurate details about the situation, as this will determine the level of response the Council commits to the incident. It is therefore essential that the Strategic Officer considers / asks for the following information:

- What has happened?
- Where is the incident?
- What time did the incident occur?
- Is the incident over, or could it escalate further?
- Who is involved – Agencies / Staff / Public, inc. vulnerable people?
- Are there any casualties?
- What disruption has this caused?
- What command structures are currently in place?
- Have there been any requests for Council assistance?

### **4.5.4 Initial Response – Role Specific Actions**

Following notification of an incident, the Strategic Officer will have a number of actions to carry out.

Note: The list of actions below should be used as a guide to prompt the initial response of the Strategic Officer. Depending on the nature or scale of the incident, not all actions in the list will be applicable. Also, the list is not exhaustive as it is not possible to predict all the actions that may be required.

The Strategic Officer will carry out the following actions:

- Establish whether a Tactical Officer has been contacted
- Establish whether an Incident Manager has been nominated and a teleconference / meeting of the IMT has been scheduled
- Be prepared to attend a SCG, and consider what arrangements to make before attending – i.e. travel / resources / briefings
- Arrange secretarial support if appropriate to record key actions and decisions (using AIMS)
- Ensure relevant notifications have been made and channels of communications are open to give updates / requests for actions
- Check the Public Relations Team are aware of the situation and can support the media response to the incident (a Media Briefing Centre should be set up by the Police for joint press releases)
- Brief lead officers (i.e. the Tactical Officer) on the actions you would like to be carried out / and the current strategy
- Ensure consequential management is adopted at all times and consider possible recovery issues during the response phase
- Notify the Mayor / relevant Elected Members

## **4.6 Incident Manager**

### **4.6.1 Description**

The Incident Manager holds overall responsibility for co-ordinating the internal response of the Council. The Incident Manager will lead the IMT.

See [Section 3.6 Incident Management Team \(IMT\)](#)

It is important that the Incident Manager is familiar with both the multi-agency response structure and the Council's response arrangements detailed in this plan. The Incident Manager will also liaise with the Council's Tactical Officer to give or receive briefings and requests about the incident.

### **4.6.2 Activation**

The Incident Manager will be a Service Director, a Head of Service or a Service Manager, judged best placed to lead the IMT. This is likely to be a manager whose directorate or service has the most significant role in the incident response.

Following a decision by the Duty Senior Manager to activate the IMT, an emergency teleconference will be called at the earliest opportunity.

See [Appendix B: Pre-identified Officers and IMT Membership](#)

[Appendix C: IMT Agenda](#) contains suggested membership and an agenda for the IMT.

### **4.6.3 Initial Response – Generic Considerations**

The Incident Manager will need to seek accurate information about the situation, as this will determine the level of response the Council commits to the incident. It is therefore essential that the IMT considers / asks for the following information:

- What has happened?
- Where is the incident?
- What time did the incident occur?
- Is the incident over, or could it escalate further?
- Who is involved – Agencies / Staff / Public, inc. vulnerable people?
- Are there any casualties?
- What disruption has this caused?
- What will be the impact on service delivery?
- What command structures are currently in place?
- Have there been any requests for Council assistance?
- Who has already been notified of the event; who still needs to be notified?

**4.6.4 Initial Response – Role Specific Actions**

Following notification of an incident, the Incident Manager will have a number of actions to carry out.

Note: The list of actions below should be used as a guide to prompt the initial response of the Incident Manager. Depending on the nature or scale of the incident, not all actions in the list will be applicable. Also, the list is not exhaustive as it is not possible to predict all the actions that may be required.

- Oversee the internal management of the Council's emergency response at tactical level
- Ensure an Incident Impact Assessment is carried out
- Provide efficient co-ordination of Council resources
- Prepare regular situation reports / briefings for the Tactical / Strategic Officers
- Assist the Public Relations team in preparation of media briefings
- Authorise emergency expenditure
- Attend the Incident Management Centre (IMC), if established
- Take responsibility for ensuring the overall running of the IMC, including any decisions made within it, and welfare for IMT/IMC staff
- Be responsible for ensuring an accurate audit trail of all communications and activities within the IMC
- Conduct regular tactical meetings / briefings of IMT members
- Ensure appropriate finance and audit systems are place
- Take responsibility for the welfare / health and safety of staff
- Ensure a rota system is in place for all staff involved in the Council's response
- Oversee the deployment of the operational response and monitor their activities.
- Consider the impact on wider service delivery

## **4.7 Specialist Officers (IMT Members)**

### **4.7.1 Description**

Specialist Officers are managers / officers with specialist service knowledge or are responsible for managing the operational response of the Council, who, depending on the nature of the incident, may be drawn into the IMT.

For example, if an incident has a significant demand on transport, it may be necessary for a manager, or deputy, from Highways or Traffic to be represented with the IMT. The Highways or Traffic Manager will be able to brief the IMT about the transport situation, advise the IMT regarding decisions involving transport, and also take direct requests for additional resources.

A list of the operational response activities / services is contained in [section 5](#) along with information about which team / directorate is responsible.

If necessary, Specialist Officers will also invoke the Business Continuity Plan for their service – see [Section 4.9 Critical Service Managers and Staff](#).

### **4.7.2 Activation**

Specialist Officers will be contacted either via an Everbridge notification if they are required to form the IMT or directly using the contact information provided in the Emergency Contact Directory. Specialist Officers will be contacted if information is required regarding their operational response.

### **4.7.3 Initial Response – Generic Considerations**

Specialist Officers will need to seek a basic understanding of the incident, as this will determine the level of response the Council commits. It is therefore essential that Specialist Officers consider / ask for the following information:

- What has happened?
- Where is the incident?
- What time did the incident occur?
- Is the incident over, or could it escalate further?
- Who is involved – Agencies / Staff / Public, inc. vulnerable people?
- Are there any casualties?
- What disruption has this caused?
- What command structures are currently in place?
- Have there been any requests for Council assistance?

If attending the scene of the incident to be aware of the shared situational awareness [METHANE](#) mnemonic.

**4.7.4 Initial Response – Role Specific Actions**

Following notification of an incident, Specialist Officers will have a number of actions to carry out.

Note: The list of actions below should be used as a guide to prompt the initial response of the Specialist Officers. Depending on the nature or scale of the incident, not all actions in the list will be applicable. Also, the list is not exhaustive as it is not possible to predict all the actions that may be required.

- Participate in IMT meetings as requested
- Attend Incident Management Centre (IMC) as requested
- Provide advice to the IMT based on specialist service knowledge
- Establish and maintain emergency contacts within their service
- Oversee the implementation and ongoing activities of their relative operational response
- Provide updates to the IMT regarding the operational response from their service
- Communicate service specific shortfalls in resources to the IMT and work collectively to provide appropriate solutions
- Implement the Business Continuity Plan if appropriate
- Consider geography of the response

## **4.8 Media Duty Officer**

### **4.8.1 Description**

In all major incidents the Council's Media Officer, from the Public Relations Team, will join the multi-agency media response, this primarily could be at the Forward Media Briefing Point (FMBP) or Media Briefing Centre (MBC) and, when a Strategic Co-ordinating Centre is established, at the multi-agency Media Advisory Cell (MAC).

One agency will be nominated to lead the response to the media relative to the type of incident. During the response to an incident this lead agency is usually the police, with the Council expected to become the lead agency during the recovery phase.

### **4.8.2 Activation**

A Duty Media Officer is available 24/7/365 and will be notified of an incident by the ECC. Either the DCPO, Tactical Officer or Strategic Officer can request the notification of the Duty Media Officer if there is an incident that requires (or has the potential to require) a media response to an incident.

### **4.8.3 Initial Response – Generic Considerations**

It is important to find out accurate details about the situation. This is particularly important for the Media Officer, as they will be expected to communicate accurate and timely information to the media. It is therefore essential that the Media Officer considers / asks for the following information and seeks regular updates about the ongoing response:

- What has happened?
- Where is the incident?
- What time did the incident occur?
- Is the incident over, or could it escalate further?
- Who is involved – Agencies / Staff / Public, inc. vulnerable people?
- Are there any casualties?
- What disruption has this caused?
- What command structures are currently in place?
- Have there been any requests for Council assistance?

### **4.8.4 Initial Response – Role Specific Actions**

Following notification of an incident, the Duty Media Officer will have a number of actions to carry out.

Note: The list of actions below should be used as a guide to prompt the initial response of the Duty Media Officer. Depending on the nature or scale of the incident, not all actions in the list will be applicable. Also, the list is not exhaustive as it is not possible to predict all the actions that may be required.

The Duty Media Officer will:

- Ascertain from the Police if a FMBP or MBC has been established and if so where it is located
- Be prepared to attend the FMBP, MBC, TCG, SCG or the IMT as appropriate (or send a nominated representative(s))
- Brief Local and National media on the Council's response, in co-ordination with the MAC
- Ensure that senior officers speaking with the media are fully briefed about their role and comments are in line with the media strategy decided at the SCG, where there is an SCG sitting
- Co-ordinate media access to any Council managed emergency assistance centres, only if appropriate and permission granted beforehand
- Ensure the Council's website contains up to date information about the incident
- Maintain communications with the Council's strategic, tactical, and operational staff to obtain regular updates about the Council's response
- Record details of key actions, decisions and media briefings on the incident log (using AIMS)
- Maintain regular liaison with the Mayor and Elected Members where necessary

## **4.9 Critical Service Managers and Staff**

### **4.9.1 Description**

An incident may disrupt the usual operation of Council services. The Council has identified the services that undertake the most critical activities and these critical services are required to take a managed approach to their business continuity. Services are identified as critical if they: (i) have a predetermined emergency response role; (ii) provide a critical frontline service, particularly those that support vulnerable people; or (iii) play a critical role in the provision of essential business services, such as IT and finance.

Critical services must plan for incidents that may disrupt their service. This means identifying risks to services and corresponding impacts, maintaining a Business Continuity Plan and ensuring the it's tested and reviewed.

Critical Service Managers are responsible for ensuring their service has appropriate BC arrangements in place and for ensuring that critical staff are aware of and trained for any role they might have in responding to an incident. Critical Service Managers are also responsible for ensuring that assets, suppliers and providers being relied upon to deliver an incident response are able to do so e.g. resilience of ICT and power to disruption or location of building in a flood risk zone.

### **4.9.2 Activation**

Critical services will activate their Business Continuity Plans in response to an incident that threatens their continuity or following notification from the IMT.

### **4.9.3 Initial Response – Generic Considerations**

It will be important for Critical Service Managers and critical staff to be kept informed about the incident in order to assess how it will impact upon their service. It is therefore important that Critical Services are aware of:

- What has happened?
- Where the incident occurred?
- Is the incident over, or could it escalate further?
- Who is involved – Agencies / Staff / Public, inc. vulnerable people?
- What the likely impact on the Council will be?

**4.9.4 Initial Response – Role Specific Actions**

Following notification of an incident, Critical Service Managers and critical staff will have a number of actions to carry out.

Note: The list of actions below should be used as a guide to prompt the initial response of Critical Service Managers and critical staff. Depending on the nature or scale of the incident, not all actions in the list will be applicable. The list is not exhaustive as it is not possible to list all the actions that individual services may be required to take.

Critical Service Managers:

- Activate Business Continuity Plan
- Assess the impact the incident is likely to have on the delivery of critical activities
- Take necessary action to ensure the delivery of critical activities
- Maintain communications with the IMT to receive briefings about the incident and inform the IMT of possible disruption to critical activities
- Maintain communications with staff and provide updates about the incident
- Ensure current and future staffing levels are sufficient and if necessary raise staffing and / or resource concerns with the IMT

Critical Service staff:

- Carry out roles / duties as stated in the team's Business Continuity Plan
- Maintain communications with their manager, and raise any staffing / resource concerns, as necessary

## **4.10 Non-Critical Service Staff**

### **4.10.1 Description**

The non-critical service workforce comprises of all staff and managers who do not have a dedicated emergency response role and who do not work in an identified Critical Service.

#### **Business as usual whenever possible**

During an incident the non-critical service workforce are expected to maintain business as usual unless their usual management chain instructs them otherwise or if the safety of staff, service users or the public is threatened.

#### **Redeploying staff and resources from non-critical areas to support the response**

However, major incidents may require the non-critical service to redeploy staff or other resources to assist with the response. The decision to re-deploy staff or resources to support the response to an incident will be made by the IMT, in liaison with Service Managers (keeping Directorate Leadership Teams informed) and will be proportionate to the nature and scale of the incident.

The redeployment of staff may include those who have received training for a specific emergency response role (e.g. emergency volunteers) or any other staff who are needed to support the response. If the redeployment of staff without emergency training is necessary, the IMT will attempt to redeploy willing staff based upon their skill set, however, it is important that all staff are flexible. The IMT will ensure that all re-deployed staff receive safety briefings and where appropriate are given relevant personal protective equipment.

### **4.10.2 Activation (staff redeployment)**

A request for additional staff or resources will be made to service managers by the IMT, who will then make a decision as to whether they can release staff to assist with the response. Non-critical service managers should be sensitive to the need for assistance during an incident response and should release staff from their 'normal duties' wherever possible.

A request for staff volunteers can also be posted on 'the Source' or circulated via mass e-mail to everyone with a Council's email account.

### **4.10.3 Initial Response – Generic Considerations**

All staff will require information about the incident and therefore it is important to clarify:

- What has happened?
- Where and when the incident occurred?
- Is the incident over, or could it escalate further?
- Who is involved – Agencies / Staff / Public, inc. vulnerable people?
- What the Council is currently doing?
- Which Council services need additional staff support and what skills they require?

**4.10.4 Initial Response – Actions for re-deployed staff**

This section refers to staff that have been redeployed into a response role following an incident.

Note: The list of actions below should be used as a guide to inform the initial response of redeployed staff. Depending on the nature or scale of the incident, the IMT may issue other event-specific instructions.

- Always take your Council photo ID with you
- Always inform your friends and family where you are going and when you expect to be back
- Whenever possible, take a fully charged mobile phone
- Raise any health & safety concerns and/or personal concerns, which may prevent staff from carrying out a temporary role
- Ensure you know exactly where you are going
- At your redeployment location report to the manager in charge and sign any appropriate staff registers
- Obtain a briefing / training from a manager on how to carry out the temporary role and the desired outcomes
- Maintain communications with management
- Raise any staffing/resource concerns with the service manager
- Be risk aware – always keep an eye out for issues that may cause more problems
- Look after yourself – ensure you are eating and drinking properly and taking breaks
- Do not work more than a usual 8 hour shift
- If appropriate, handover duties to your relief staff accurately
- Sign off staff registers when leaving your redeployment location
- Be flexible and stay positive

## **4.11 The Mayor & Elected Members**

### **4.11.1 The Mayor**

The Mayor is the most senior elected official in the Council and as such provides the primary 'democratic voice' of the Council. In close liaison with the Chief Executive and the Strategic Officer, the Mayor will provide strategic guidance to the response phase of an incident. Depending on the incident, the Mayor may have a lead role in communicating aspects of the response to Bristol residents and the media. Working with the Chief Executive, the Mayor will oversee the strategic direction of the recovery.

The Mayor will be kept informed of all major developments in the response stage of an incident by the Strategic Officer. Depending on the nature of the incident, the Mayor may be invited to attend SCG meetings. The decision to invite the Mayor to SCG meetings will be taken by the Chair of the SCG.

The Mayor may be asked to work with the Media during the response stage of an incident to give interviews and deliver messages to media organisations and the residents of Bristol. The Mayor will work with Party Leaders and the Cabinet to disseminate information to Elected Members and on to their constituents.

The Mayor will provide strategic oversight to the recovery from incidents. Working with the Chair of the multi-agency strategic Recovery Co-ordinating Group (usually the Chief Executive), the Mayor will assist the development of the recovery strategy and priorities, identifying opportunities and ensuring public engagement. The Mayor will act as the primary 'talking head' during the recovery stage of an emergency, giving media interviews regarding the recovery process and for launching any financial appeals.

The Mayor will:

- Liaise with the Chief Executive and the Strategic Officer to provide strategic oversight during the response to incidents
- Be available to give media interviews regarding the response to incidents
- Work with Cabinet and Party Leaders to keep Elected Members informed
- Work with the Chief Executive to identify opportunities and develop the recovery strategy
- Communicate the recovery strategy and progress through media interviews
- Be available to launch any financial appeals in conjunction with the Voluntary Agencies, e.g. the Red Cross
- Liaise with the Chief Executive / Strategic Officer regarding escorting VIPs to affected areas

### **4.11.2 Elected Members**

Elected Members of the affected community(ies) will have an important role to play in the response and recovery to a major incident, (see BCC Recovery Plan). Councillors have a duty, as a representative of their community, to gather and make known any concerns. Concerns should be fed into the incident management process, either via the Mayor or the IMT. Elected Members may also have an important role in disseminating information and advice to the community.

Elected Members may be tasked with communicating with their constituents, working with Neighbourhood Partnerships, regarding the on-going response. However, this must be done through liaison with the Public Relations Team. Elected Members should not attend multi-agency command and control posts unless specifically requested.

#### **4.11.3 Activation**

In the event of a major incident, the Mayor will be notified of incidents in the City by the Chief Executive or the Strategic Officer, as necessary.

The Mayor is then responsible for making arrangements for other affected Councillors to be informed, as necessary, through the Cabinet and Party Leaders.

#### **4.11.4 Initial Response – Generic Considerations**

It is important to find out accurate details about the situation, as this will determine the level of response the Council commits to the incident. It is therefore essential that the Mayor / Elected Members consider / ask for the following information:

- What has happened?
- Where is the incident?
- What time did the incident occur?
- Is the incident over, or could it escalate further?
- Who is involved – Agencies / Staff / Public, inc. vulnerable people?
- Are there any casualties?
- What disruption has this caused?
- What command structures are currently in place?
- What assistance / services has the Council provided during the response?
- What information has been passed to the affected community?
- Who is the Council's Media Officer?

#### **4.11.5 Initial Response – Role Specific Actions**

Following notification of an incident, the Mayor / Elected Members may have a number of actions to carry out.

Note: The list of actions below should be used as a guide to prompt the initial response of the Mayor / Elected Members. Depending on the nature or scale of the incident, not all actions in the list will be applicable. Also, the list is not exhaustive as it is not possible to predict all the actions that may be required.

The Mayor / Elected Members will:

- Maintain a presence in the affected community, as events allow
- Maintain contact with the Public Relations Team
- Communicate with the community and offer reassurances, as appropriate
- Observe and listen to the concerns of the community and relay these back to the IMT
- Observe Council services at community level to see if Business Continuity arrangements are effective
- Support the Council's response
- Consider recovery issues from the outset of the incident

## **Section 5: BCC Operational Response**

The activities / services listed in this section are predominantly everyday activities carried out by the Council, which may be called upon at the time of an incident to help with the response.

The list is not exhaustive, as a number of additional Council services and ad hoc activities may be called upon depending on the nature of the incident. The IMT will co-ordinate the deployment of the Council's operational response when more than one activity / service is required.

The following section gives brief details about each activity and indicates which team/directorate is responsible for its operation. Each directorate is fully accountable for each of their emergency response activities / services in terms of managing resources and any continuity arrangements.

<b>Ref.</b>	<b>BCC Response Activities</b>	<b>Lead Directorate</b>
5.1	Animal Care (Pets)	Neighbourhoods
5.2	Catering for Evacuees/Survivors/Staff	People
5.3	Dangerous Structures – Assessment and Advice	Place
5.4	Finance during an Incident	Resources
5.5	GIS – Mapping & Analysis	Resources
5.6	Pollution Control	Neighbourhoods
5.7	Property Ownership Identification	Place
5.8	Public Health Advice	Neighbourhoods
5.9	Public Helpline	Neighbourhoods
5.10	Public Protection	Neighbourhoods
5.11	Security	Place
5.12	Supporting Schools	People
5.13	Temporary Accommodation	Neighbourhoods
5.14	Traffic Operations	Place
5.15	Transport for Evacuees/Survivors	Place
5.16	Vulnerable Adults – Identification & Care	People
5.17	Vulnerable Children & Young People – Identification & Care	People
5.18	Waste, Cleansing & Debris Management	Neighbourhoods

For response details of the ECC, CPU and Public Relations teams see the roles of the Emergency Control Officer, DCPO and Media Duty Officer in [section 4](#).

## 5.1 Animal Care (Pets)

Team: Trading Standards

Directorate / Service: Neighbourhoods / Citizen Services / Regulatory Services

### Description:

In an incident the Council may be required to provide temporary accommodation and transportation for displaced pets. The Council's Animal Health / Dog Warden Service will aim to assist with the care of pets in an emergency; however, the Council does not have the ability to accommodate animals itself and will have to call on a number of external agencies for their assistance. (Providing temporary accommodation during an emergency is covered by the BCC Animal Welfare Plan, this includes information on looking after pets at an emergency assistance centre and finding other suitable accommodation.)

*'Pets' is a wide definition. The Animal Health officers may not be able to handle 'pets' that are categorised as Dangerous Wild Animals (specified in the Schedule to Dangerous Wild Animals Act 1976) but arrangements can / will be made for specialist officers from external agencies to assist where necessary. All details of licenced Dangerous Wild Animals are held by this Service.*

### Activation:

The initial request for animal accommodation / transportation in an emergency will normally come through the ECC who will notify the Animal Health / Dog Warden Service for action. In instances where an IMT has been established, the request for animal accommodation or transport will be managed by the IMT (including a representative from Animal Health) who will assess the requirements and action.

*The Animal Health / Dog Warden service is a limited service operating on 'normal working hours'. There is no 'on-call service' however in exceptional circumstances out of office assistance can be provided.*

### Upon receipt of the activation call for ECC, the Animal Health / Dog Warden Service should be provided with necessary information such as;

- Nature and scale of the emergency
- Approximate numbers and types of animals displaced
- Locations of animals
- Locations of any emergency assistance centres (EACs).
- Any transportation requirements for the animals

The Animal Health / Dog Warden Service will aim to assist in an emergency by:

- Providing Transport for displaced pets
- Contacting kennels for temporary accommodation of pets
- Assisting in setting up a designated Pet Area at any EACs
- Assisting in the registration and tagging of pets at an EAC
- Providing advice and information to pet owners where required

**Contingency:**

If the request falls outside the capabilities of the Council, the Animal Health / Dog Warden Service will contact external agencies to ask for their assistance in animal welfare issues, (no formal agreements are in place). External agencies that could be contacted include:

Bristol Dogs and Cats Home  
Horse World & other riding  
establishments

Local vets  
Equine Rescue Service

RSPCA  
NFU  
Animal Health (DEFRA)

**Further Information:**

BCC Animal Welfare Plan  
BCC Animal Disease Contingency Plan

## 5.2 Catering for Evacuees/Survivors/Staff

Team: Trading with Schools / Community Based Services

Directorate / Service: People / Education & Skills / Care & Support Adults

### Description:

During an incident response, catering may be required for both the welfare of response staff and as part of the Council's humanitarian assistance for those affected. The Council must be flexible in how it meets a feeding requirement and must rely on the availability of support from contractors as well as in-house food providers at the time of the incident.

### Activation:

During Office Hours: The Client Contracts Managers (Trading with Schools) should be contacted in the first instance followed by Catering & Community Meals (Community Based Services).

On receiving a request, sufficient information will need to be provided to decide what food is required, such as:

- Approximate numbers of persons requiring feeding
- Special dietary requirements
- Nature and scale of emergency
- Locations of where food is required and any catering facilities available (the size of the incident may require more than one location)

Out of Office Hours: In instances where an IMT hasn't been established, a request for emergency feeding may come through the ECC. Upon request for emergency feeding, ECC will:

- Take and record details of request
- Commence or update AIMS log
- Contact DCPO
- Contact Client Contracts Managers or Catering & Community Meals Manager if appropriate

The BCC Emergency Feeding Plan holds details of the call-out arrangements for emergency catering.

### Contingency:

If internal means of sourcing catering are unavailable, private caterers and voluntary agencies should be contacted to assist.

### Further Information:

BCC Emergency Feeding Plan

### **5.3 Dangerous Structures – Assessment and Advice**

Team: Building Control

Directorate / Service: Place / Planning / Development Management

In event of a building becoming dangerous due to an incident, the Council has a statutory duty in accordance with Building Act 1984 Section 78 to protect members of the public from dangers arising from any structures. In the event of a building or structure becoming dangerous the Council will require the owner, agent or occupier, to remove the danger by taking appropriate action, either by repairing, securing or demolishing the structure. If the owner or occupier of the dangerous structure or place does not take the appropriate action, the Council will carry out this work in default to ensure any imminent dangers to the public are removed. The Council will then pursue the owner for any costs accrued in carrying out this work.

In a major incident, several buildings within an area could be severely damaged, in such cases, entry into the inner cordon will only be permitted when the responsible organisation, usually the Police / Fire & Rescue Service, (with advice of Structural Engineer from Dangerous Structures call out team) is certain that it is structurally safe to do so.

Some structures that are affected by an incident will have a serious impact upon road traffic, which in some cases could involve long-term diversions (see Traffic Management response).

#### **Activation:**

If an incident requires a Structural Engineer to attend the scene / offer advice, the Duty Dangerous Structures On-Call Officers will be notified by ECC. The Duty Dangerous Structures On-Call Officers will then co-ordinate the necessary response by sending appropriate representation to the scene and or offer advice.

For all structures that have been damaged by an incident, the following process of making safe will be invoked; inspection, make safe, repair and reopen.

Considerations: Physical security of the site, e.g. erecting boundary fences, signage, impact on neighbouring buildings, return of residents, safety of personnel.

#### **Contingency:**

The Dangerous Structure call out Team operates a 24/7 on call rota. If a Structural Engineer is required, call out officers will contact their structural engineer. Further support can be obtained using mutual aid from other local authorities.

#### **Further Information:**

Bristol City Council website, [Dangerous structures](#).

## 5.4 Finance during an Incident

Team: Finance

Directorate: Resources

### Description:

The response to any incident may require financial management and accountability. This includes ensuring responders can procure equipment to support the response, making cash available to responding officers and funding the recovery to incidents. The cost of responding and recovering from an incident may be significant and require national assistance. Information regarding financial support from central government for the cost of an incident can be found in the BCC Recovery Plan.

### Principles:

- Responding officers should not allow financial concerns to impede a proportionate response to an incident.
- Each Directorate should finance their involvement in an emergency until advised otherwise by the IMT, this includes the call-out and time of responding officers, emergency volunteers, commissioned staff and the cost of any equipment or consumables involved in the response.
- All costs must be recorded and evidenced. SLT will decide on whether incurred costs can be recovered.
- Where the cost of responding to an emergency is escalating, the IMT should seek the support of a dedicated Finance Officer from the Finance team to manage financial issues.

### Activation:

Making payments to support an emergency response: Officers with Corporate Payment cards should use them where possible to make payments in an emergency. Receipts should be kept. The Finance Team can raise the credit limits on Corporate Payment cards. Contact details are contained in the Emergency Contact Directory.

Accessing cash to support an emergency response: Cash to support the response to an emergency can be accessed through the Finance Team from Security Services.

Procuring equipment to support an emergency response: Wherever possible, incident managers should seek to use usual procurement routes to buy items to support the response to an incident.

A central budget code can be established to finance any exceptional costs incurred from an emergency response.

Where an incident requires the purchase of unusual items or a large number of items, the IMT should seek the support of a dedicated Procurement Officer from the Corporate Commissioning and Procurement team.

### Further Information:

Funding the recovery from an emergency: For more information on the type of financial support that may be available from central government to support the response to and recovery from incidents see the BCC Recovery Plan.

## **5.5 Geographical Information Systems (GIS) / RDS Mapping**

Team: Geographical Information Systems, Business Intelligence & Asset Data / CPU  
Directorate / Service: Resources / ICT / Digital Transformation

### **Description:**

Pinpoint Plus (<http://maps.bcc.lan/pinpointplus/>) the corporate GIS internal web mapping application supports incident site identification with the ability to display and print location maps with relevant geographical information (as detailed below) as well as data analysis and limited export capabilities.

- Properties (e.g. residential & commercial)
- Vulnerable adult sites (e.g. care homes, supported housing, very sheltered housing etc.)
- Council Assets (e.g. libraries, museums, staff offices, social housing)
- Location of key sites (e.g. schools, health facilities, sports centres, emergency services)
- Emergency Management specific sites (e.g. COMAH, MAHP, Flood Zones)
- Background Mapping (e.g. Ordnance Survey, aerial photography)

ResilienceDirect (RDS) Mapping is an online Government sponsored mapping platform for Category 1 & 2 Responders. Secure data feeds have been setup so that the same information as above, plus specific data on known vulnerable people<sup>11</sup>, can be mapped and shared online to other responding agencies during an emergency.

### **Activation:**

Where there is a need for geographical information, in the first instance, a Civil Protection Officer will create a map using RDS mapping and the data layer library available. If the required geographical information is not available via RDS mapping the GIS Team will be notified by the CPU or DCPO that additional GIS support is required.

Information about the incident location and specific requests for data types must be given to the GIS Support Officer for them to create maps.

### **Contingency:**

RDS mapping can be accessed using any internet connected computer by registered account holders only.

GIS Support Officer contact details are included in the Emergency Contact Directory. These officers can provide support for the use of Pinpoint Plus and desktop GIS software e.g. ArcGIS.

### **Further Information:**

*GIS Support Officers are available during core office hours only.*

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<sup>11</sup> Extracted weekly from the Adult Social Care System (LAS).

## 5.6 Pollution Control

Team: Public Protection

Directorate / Service: Neighbourhoods / Citizen Services / Regulatory Services

### Description:

The role of an Environmental Protection Officer in an emergency is to investigate the nature, extent and concentration of pollutants, which may present a risk to human health or the environment. This includes potential or actual contamination of noise, land, or air, including directing establishments keeping animals with regards to ensuring practices that maintain public safety and animal health and welfare.

In major incidents, Environmental Protection Officers may be required to work as part of a multi-agency Science and Technical Advice Cell (STAC). The STAC is convened to offer specialist Environmental Health advice to the SCG. To facilitate the advice given to the SCG, Environmental Protection Officers may need to conduct research and monitor the affected area. This will be carried out in consultation with private contractors providing scientific services (currently under review) and government agencies. Sampling would most likely be undertaken by an external provider or Avon Fire Service DIM unit as sampling equipment held within the council is limited.

Environmental Protection Officers are capable of providing public health and environmental advice and interpretation of chemical / radiochemical information and data. They are also able to provide information for media releases.

Environment specialists in the Sustainable City and Climate Change Service constantly monitor Bristol's watercourses, including the floating harbour and may be able to provide advisory support in relation to water

### Activation:

The IMT, DCPO or the ECC will notify an Environmental Protection Officer when the situation requires. In some emergencies, where there are conditions that may be detrimental to public health and/or the environment, such as a chemical release, either the ECC or the DCPO will contact the Environmental Protection team immediately.

*The service is provided on a 24/7 basis by goodwill, capable officers may not always be available.*

### Further Information:

LRF Science and Technical Advice Cell (STAC) Plan

Reference: Severnside Off-Site Emergency Plan for COMAH

## **5.7 Property Ownership Identification**

Team: Corporate Property  
Directorate / Service: Place / Property

### **Description:**

In an incident it may be necessary to ascertain who owns a certain property to:

- Determine if it is occupied or vacant
- Provide contact details for warning & informing

This can be achieved by cross-referencing GIS property data (i.e. the Land & Property Gazetteer) to Council Tax and Business Rate databases records using a common key between the two datasets: the UPRN (Unique Property Reference Number). This information contains personal data and is therefore subject to the Data Protection Act 1998.

The Council also has detailed records of properties that it owns and operates and these can be used to estimate any potential service impacts on the Council estate. Therefore these details may also need to be shared at the time of an emergency.

Combined, this information could be essential when identifying the level and type of humanitarian assistance that is required.

### **Activation:**

Corporate Property hold information in both a GIS format and textual database for council owned property, and can be contacted during office hours. Contact outside of office hours is not currently part of a contingency planning arrangement.

The officer requesting property information will need to stipulate the incident location and address of the property(s) / postcode(s) that need to be analysed.  
Property ownership information can be provided as part of the data analysis of an area.

### **Contingency:**

If more detailed information is required Council Tax and Business Rates should be contacted within Revenue and Benefits Team<sup>12</sup> (Citizen Services).

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<sup>12</sup> Contact details in Emergency Contacts Directory

## 5.8 Public Health Advice

Team: Public Health

Directorate / Service: Neighbourhoods / Public Health

The Director of Public Health (DPH) is responsible for the Council's contribution to health protection matters, including the Council's role in planning for, and responding to incidents that present a threat to the public's health.

Health protection seeks to prevent and reduce the harm caused by communicable diseases and minimise the health impact from environmental hazards such as chemicals and radiation.

The Council's Public Health service work closely with the Public Health England (PHE) local centre, who have the responsibility to deliver specialist health protection functions, including the response to outbreaks of communicable disease.

These roles are complementary and both are needed to ensure an effective response to an outbreak or other public health incident. The local health protection system therefore involves the delivery of health protection functions by PHE, and Councils providing local leadership for health.

In a Major Incident, the Council's Public Health service would work closely with local health partners within the Local Health Resilience Partnership (LHRP). The DPH or a representative may be called upon to participate in a Science and Technical Advice Cell (STAC) to provide information and advice regarding public health matters.

The Council's Public Health service has a role in the Avon, Gloucestershire and Wiltshire Communicable Disease Plan, and local mass response plans for Bristol with regards to the response to outbreaks of communicable disease.

### **Activation:**

If an incident requires a Public Health input, named officers in the emergency contact directory will respond.

*The Council's Public Health service does not operate an on-call system and may not be available 24/7.*

### **Contingency:**

If the event no Public Health Officers are available, health advice can be sought from the PHE Acute Response Centre (ARC). The DCPO has contact details.

## **5.9 Public Helplines**

Team: Citizen Service Operations  
Directorate / Service: Neighbourhoods / Citizen Services

### **Description:**

In a major incident, there may be a requirement for the Council to establish a public telephone helpline, an 'incident line', to communicate directly with the public. This may be to disseminate information about the incident, such as the on-going response arrangements on behalf of the multi-agency response group, information about the continuity of Council Services or to offer humanitarian assistance advice.

Any telephone inquiries regarding casualties following an incident should be re-directed to the Casualty Bureau if available (see LRF MIRG).

### **Activation:**

In the immediate aftermath of an incident, the Citizen Service Centre (CSC) will continue to be the contact point for all calls from the public during office hours.

If call traffic increases to the point it is not manageable by the CSC through its normal working arrangements or a decision is made to establish an 'incident line', the CSC has planned for the following options:

	<b>Requirement</b>	<b>Timeframe</b>	<b>Notes</b>
1	Establishing an 'incident line' with a recorded message for members of the public to access following an incident	1 – 4 hours of notification of an incident	Text to be provided by the IMT
2	Establishing an 'incident line' with capacity for up to 10 advisers to answer phones  Capacity approximately 90 calls an hour	Within 12 hours of notification of an incident	Scripts to be provided by the IMT
3	Establishing an 'incident line' with capacity for more than 10 advisers to answer phones  Capacity 90+ calls an hour	Within 24 hours of notification of an incident	Scripts to be provided by the IMT

*If the incident falls outside of normal business hours (Mon to Fri, 08:30 to 18:00) the CSC will be closed and insufficient staff may be available to meet these requirements.*

### **Further Information:**

LRF Major Incident Response Guide

## 5.10 Public Protection

Team: Public Protection

Directorate / Service: Neighbourhoods / Citizen Services / Regulatory Services

### Description:

The Public Health Services of the Council is responsible for a number of Public Protection activities that may be implemented during an incident. These activities include:

- Enforcing and advising on food safety and hygiene in over 4800 food businesses
- Enforcing and advising on occupational health and safety issues, including events, fatalities, and major accidents
- Controlling and investigating cases of infectious diseases. In the community and on vessels including cruise ships and those coming from high risk Ports around the world
- Operating and monitoring Bristol's Port Health service, including an EU Border Inspection Post to undertake sanitation checks of incoming vessels and conduct checks of imported food and infectious disease control
- Advising media officers on any Environmental Health related public health information given to Council employees and members of the public, and giving approval before dissemination
- Investigation, enforcing and advising on a range of general public health issues, such as drainage, refuse and water quality in certain premises.

Public Health Services will work with other agencies, such as the Public Health England, and services within the Council to ensure public safety. If necessary, Public Health Officers will attend a Science and Technical Advice Cell (STAC) to provide specialist advice to the multi-agency response.

### Activation:

The IMT, DCPO or the ECC will notify a Public Health Officer depending on if / when the situation dictates their assistance is needed.

*The service is not provided on a 24/7 basis, capable officers may not always be available.*

## **5.11 Security Services**

Team: Security

Directorate / Service: Place / Property / Facilities Management

### **Description:**

Security Services may be required in an emergency in order to safeguard key locations/personnel. Examples of locations that may require security include:

- Emergency Assistance Centres
- Council Assets, e.g. City Hall / Temple St
- Cordon Access

Security Services may carry out a range of activities to support the Council's response to an emergency, subject to staff availability (Council & Contract). These activities may include:

- 24hr static security
- Mobile response
- Alarm Response
- Confidential Waste Collection and Disposal
- Security Property Inspections and Protection of Property
- Reception Security
- Staff Escorts and Mobile Wardens
- Lone workers support
- Supply of Electronic Security Equipment and Clothing
- Unlocking/Locking (Key access)
- Attendance at the incident scene, including flood monitoring where possible

### **Activation:**

If security is required following an incident, the ECC, DCPO or the IMT will notify Security Services stating the location to report to and the activity / resource required.

Initial response within 30 minutes using 'on duty' staff, additional resources can be sourced within 2 hours by duty security manager.

*The initial response to an incident would be made by Council officers, however due to a reduction in the size of the security team there is a greater dependence upon support from 3<sup>rd</sup> party contractors for incidents that require a longer term solution.*

### **Contingency:**

Security Services have existing contracts with private security companies that could be called on to support an emergency response.

## 5.12 Supporting Schools

Service: Education & Skills

Directorate: People

### Description:

Schools are expected to have tested emergency plans in place to manage any kind of incident. In the event of an emergency involving a school (including emergencies involving Bristol students outside Bristol and emergencies involving school children from elsewhere visiting Bristol), the role of the Council is to support the school in their response. This could be, but is not limited to, providing:

- Advice and guidance
- Support managing the media through the Public Relations team
- Psychological support to victims, staff and the wider school community through the Educational Psychologists 'Critical Incident' team
- Access to Community Places of Safety for short term refuge following an evacuation of school premises

Education & Skills work closely with education establishments to support them in preparing for and responding to incidents and to assist the wider city in the event of an emergency or major incident. These activities include:

- Senior Education & Skills team ready and able to convene and assess incidents affecting schools / educational establishments with little or no notice (within office hours)
- Pre-agreed demarcation of responsibilities between Academy status schools and the Council regarding emergencies within or affecting Academies
- Ability to warn and inform all schools and educational establishments
- The provision of humanitarian support for students, staff and parents following traumatic incidents (Education Psychologists)
- LA schools ability to lock down and / or evacuate
- Liaison with Corporate Communications / Public Relations regarding incidents
- Communicating with parents of LA schools

### Activation:

All these support services can be accessed 24/7 through the ECC. In the event of an emergency affecting a school, the following staff<sup>13</sup> should be informed as soon as possible:

- Service Director Education & Skills
- Head of School Partnerships
- Head of Specialist Education & Access
- Head of Early Years Services
- Principal Educational Psychologist

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<sup>13</sup> Contact details in Emergency Contacts Directory

### **5.13 Temporary Accommodation**

Team: Housing Options

Directorate / Service: Neighbourhoods / Housing Services / Housing Programmes

#### **Description:**

Under the Homelessness Order 2002, those that are rendered homeless or are threatened with homelessness as a result of an emergency, such as a flood, fire or other disaster, have a priority need for accommodation.

If residents are unable to return to their property due to the impact of an incident the Council will be required to find an alternative means of accommodation. Initially, this will be in the form of temporary accommodation (e.g. rest centres, hotels) for the first 48 hours after an incident. The Council will encourage displaced residents to stay with friends and family wherever possible and will make every effort to assist residents in restoring their properties as quickly as possible or lead in the restorations where the Council is the landlord.

If residents will be unable to return to their property after 48 hours the Council will need to provide a more settled solution for people temporarily rendered homeless. This process will need to start as soon as reasonably possible if it's obvious that residents have been made homeless, e.g. following a fire or flood.

The type of accommodation provided will be relative to the type and scale of the incident and the number of people and properties affected. The options available for the Council to provide temporary accommodation include:

- Re-housing residents within other Council owned properties in the city;
- Renting more established temporary accommodation, such as properties in the private rented sector;
- Working with other Registered Providers (Housing Associations), Supported Housing providers and if necessary private organisations to re-house residents;
- Bed & Breakfasts / Hotels;
- Mobile Homes;
- University Halls;
- Holiday Rentals.

#### **Activation:**

The need for longer-term temporary accommodation will be continually assessed following an incident. It will be the responsibility of the IMT led by the specialist input from the Housing Options Service to decide whether temporary accommodation will be needed.

Time to rehouse depends on a number of factors:

- The number of households, family size and make-up
- Any underlying health factors that need to be considered in the type of accommodation needed
- The state of the property market, in particular the private rented sector
- The amount of social housing available and likely to become available in the short term
- The amount of emergency accommodation available i.e. B&Bs

## 5.14 Traffic Operations

Team: Traffic Operations

Directorate / Service: Place / Transport

### Description:

Traffic Operations includes the Highway Network Management (HNM) and Parking Services teams. HNM is responsible for the daily operation of the highway network. This includes management of both planned and unplanned events. HNM can provide support in the following areas:

- Temporary traffic management
- Road closures and diversions
- Highway legal advice and support
- Traffic Control Centre Support and traffic signal adjustments
- Public/motorist notification through variable message signs and media
- Specialist and Tactical support for incidents
- Support and advice to Avon & Somerset Constabulary
- Cross boundary liaison with other Local Authorities

Parking Services are responsible for enforcing parking regulations and can provide support by the removal of vehicles from the highway.

### Activation:

Parking Services are not operational 24/7. They are operational from 06:00 to 24:00 Monday – Saturday and 08:30 to 16:30 on Sunday and can offer enforcement and support between these hours. The ECC cover all operational aspects of the Parking Services owned car parks outside of these hours.

HNM are operational 24/7 and can cover all of the above functions and arrange tow away of vehicles with the support of the police. Out of hours the Highways & Traffic Duty Officer can either be contacted through the ECC or directly using the out of hours duty numbers in the Emergency Contact Directory. During office hours this should be done by calling the general office number. Notification of an incident during office hours would normally be transferred to the Network Operations Manager who would then decide on the level of response. In the absence of the Network Operations Manager this duty would fall to a Senior Officer in the team.

### Contingency:

As detailed above, the Network Operations Manager would normally respond to an incident. However there are also Senior Officers in the team who are able to respond. Officers cover out of hours on a rota basis, details in the Emergency Contact Directory. All external services are procured on an as needed basis and therefore not restricted to one contractor or provider.

### Further Information:

HNM Business Continuity Plan.

## **5.15 Transport for Evacuees/Survivors**

Team: Passenger Transport / Fleet Services

Directorate / Service: Place / Transport / Sustainable Transport & Property / Facilities Management

### **Description:**

Following an incident most people will evacuate the danger area on foot or by private vehicle. However, there will be a number of people who do not have the ability or resources to make their own way out of the danger zone, where the situation is urgent whatever vehicles are available will have to be used: Private cars/coaches, taxi's, public transport, etc.

Individuals that have been directly or indirectly affected by an incident may require transport to and from certain locations. The emergency transportation options listed in this section could be used for a number of reasons following an incident, including:

- People requiring evacuation due to an emergency
- Food, materials and equipment, etc. required for emergency feeding
- Any materials and equipment required for intervention purposes

The transport options available include:

- Taxis & minibuses (wheelchair accessible and non-wheelchair accessible)
- Buses & coaches
- 4x4's
- Specialist transport

### **Activation:**

The initial request for emergency transport would normally come from the Tactical Officer (or DCPO). In instances where an IMT has been established, the request for Emergency Transport would be managed by the IMT who would collate transport requirements and give details of where transport is to be deployed.

During office hours, both Passenger Transport (Services) and Fleet Services should be contacted for the provision of vehicles, including accessible vehicles and drivers to transport:

- Staff and members of the voluntary agencies,
- Members of the public
- Food, materials and equipment

Out of hours, private companies should be contacted using the information given in the approved contractor list maintained by Passenger Transport (Services) to arrange out of hours emergency transport (a copy is contained in the Emergency Transport Plan).

When requesting Emergency Transport the following information should be considered:

- Nature of the emergency.
- Location of assembly points (depending on the size of the incident there may be need to operate from more than one location)
- Approximate numbers involved.
- Access needs for disabled people
- Access Routes (what arterial roads are closed and where are the diversions)

**Taxis & Minibuses:** In office hours Passenger Transport (Services) will organise taxis and minibuses. Outside of office hours the CPU has a Taxi contract in place with Streamline Taxis Ltd. Streamline Taxis Ltd will require the reference number and password to activate the Council's response. This information is held by the DCPO. If Streamline Taxis Ltd are unable to provide a sufficient response, contact alternative companies using the list of approved contactors in the Emergency Transport Plan.

**Buses & Coaches:** Can be sourced from either the Council's internal fleet services or by contacting private companies directly. In office hours Passenger Transport (Services) will organise buses and coaches. Outside of office hours use the list of approved contactors in the Emergency Transport Plan.

**4x4's:** The Council holds a small fleet of 4x4 vehicles in the parks and estate team. These can be redeployed during office hours via the team manager. 4x4's can also be sourced from Wessex 4x4 Response (a voluntary agency). The DCPO have contact details for Wessex 4x4 Response.

**Specialist Transport:** Fleet services manage a number of Panel Vans and Tippers which can be used for the transport of goods and materials if required. The City Docks have a number of boats which can be used if required by contacting the Harbour Master.

Additional transport can be provided by:

- Bus, coach and ferry companies dependent on availability
- Voluntary agencies such as British Red Cross
- The Military

### **Contingency:**

If the request falls outside what the Council are able to provide internally, contractors can be contacted through the Passenger Transport (Services) approved contractor list along with voluntary agencies. Arrangements are also in place with the City Docks and a local boat provider.

### **Further Information:**

Emergency Transport Plan

## **5.16 Vulnerable Adults – Identification and Care**

Team: Care & Support - Adults  
Directorate: People

### **Description:**

People with existing vulnerabilities will be particularly susceptible to incidents and may require additional support and care. It is therefore important that the Council can identify vulnerable people early and tailor the response accordingly.

The Council can use RDS / GIS mapping to identify vulnerable people. The mapping provides quick analysis of where vulnerable people live by postcode. A report will be generated listing the vulnerable residents living in the areas surrounding the incident. Care & Support - Adults will oversee the on-going provision of care to vulnerable people. This will include making domiciliary care available, arranging specialist transport (see [section 5.15](#)), co-ordinating any requests for specific resources, and providing long-term support.

### **Activation:**

Where there is a need for the identification of vulnerable people, the CPU will use RDS mapping<sup>14</sup> or if necessary a GIS Support Officer will be notified by the DCPO. If additional care is needed for vulnerable people, Care Services will be notified.

ECC administers the Telecare and Assisted Technology services used by citizens that have subscribed to the system. (Careline plus customers have access to a response service; private customers receive assistance from family members or Emergency Services.) The ECC also monitor Support To Older People (STOP) housing schemes and can call out STOP teams to assist if required.

Care teams have worked hard to ensure they are able to deliver this service, but this is a wide ranging duty and it is important to note the boundaries to capability:

- Outside usual office hours, the identification of vulnerable adults is limited to the weekly 'vulnerability' report shared with the CPU (and uploaded to RDS mapping).
- Outside usual office hours the ability to deploy staff to support the care of vulnerable adults is limited.
- Most Care Services are now provided by independent agencies and the Council's ability to re-deploy or re-direct these assets is limited.
- The ability of all Bristol's community health and social care providers to share data and work together during an emergency is still relatively untested.

### **Contingency:**

If RDS or GIS mapping is unavailable, the CPU, ECC, and Care teams hold lists of vulnerable people information. This will need to be analysed manually at the time of an incident.

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<sup>14</sup> See [Section 5.5 Geographical Information Systems \(GIS\) / RDS Mapping](#)

## 5.17 Vulnerable Children & Young People – Identification & Care

Team: Care & Support – Children & Families  
Directorate: People

### Description:

Any incident involving Children and Young People, either those living here or indeed visiting from elsewhere, will require a tailored approach to accommodate their distinct needs. The Council will ensure that special care is devoted to children and young people, as part of the Council's humanitarian assistance efforts. The Care & Support – Children & Families services will establish a team to will lead the Council's response to incidents involving Children and Young People and will carry out the following activities:

- Identify children and young people involved in an incident by analysing records of children and young people
- Make available short, medium, and long-term support
- Provide psychological support services to children and young people caught up in an emergency (via Trading With Schools and commissioned health services)
- Provide trained officers to attend any Emergency Assistance Centres where children are present

Note, this operational response activity relates to the identification and care for children and young people outside of educational establishments.

(To see how the Council respond to incidents involving educational establishments, please see [Section 5.12 Supporting Schools](#)).

### Activation:

The ECC / DCPO will notify the Safeguarding team directly for incidents involving Children and Young People. If necessary, the Safeguarding team will cascade the notification to colleagues and arrange for trained staff to report to the incident locations.

### Further Information:

Directorate Continuity Plan

## **5.18 Waste, Cleansing & Debris Management**

Team: Waste and Street Services

Directorate / Service: Neighbourhoods / Neighbourhoods & Communities

### **Description:**

An incident may bring about additional waste and/or prevent waste from being collected. It is important that waste is collected as soon as possible to reduce any public health risks and speed up the recovery process.

The Council will take the lead role in removing additional waste generated by an incident, e.g. where roads need to be cleared to enable re-use. There may also be a need for cleansing in affected areas, e.g. clearing up after floods, which the Council will be responsible for.

Where possible, the Council will also remove debris from scenes of protests, in order to limit the opportunity for objects to be used as weapons / missiles.

### **Activation:**

Waste management are available to respond 24 hours a day. During office hours, the waste management team will be notified of an incident, which will trigger the necessary resources. Out of hours, there is a manager and a small team of contractors on duty, ECC will use the out of hours contact list to arrange for contractors to report to the scene of an incident when safe to do so.

### **Further Information:**

Waste Management Business Continuity Plan

## Section 6: Communications

Communications are central to an effective and efficient emergency response; good communications can reduce the impact of the incident and can aid the recovery. Members of the public, including vulnerable people, staff and elected members need to know what's going on and will require regular updates and information.

Note: All public messages should be agreed across multi-agency partners to eradicate the possibility of conflicting messages between agencies. The Council's Corporate Communications and Public Relations Teams will lead on communicating with staff, elected members and members of the public.

This section is broken down into two sections:

1. Emergency Response Communications
2. Communicating with the Public – including the Media involvement

The structure for communicating with the Council, multi-agency partners and the public is displayed in figure 9. The diagram shows how the Council will work within the multi-agency set up and how information reaches the public.

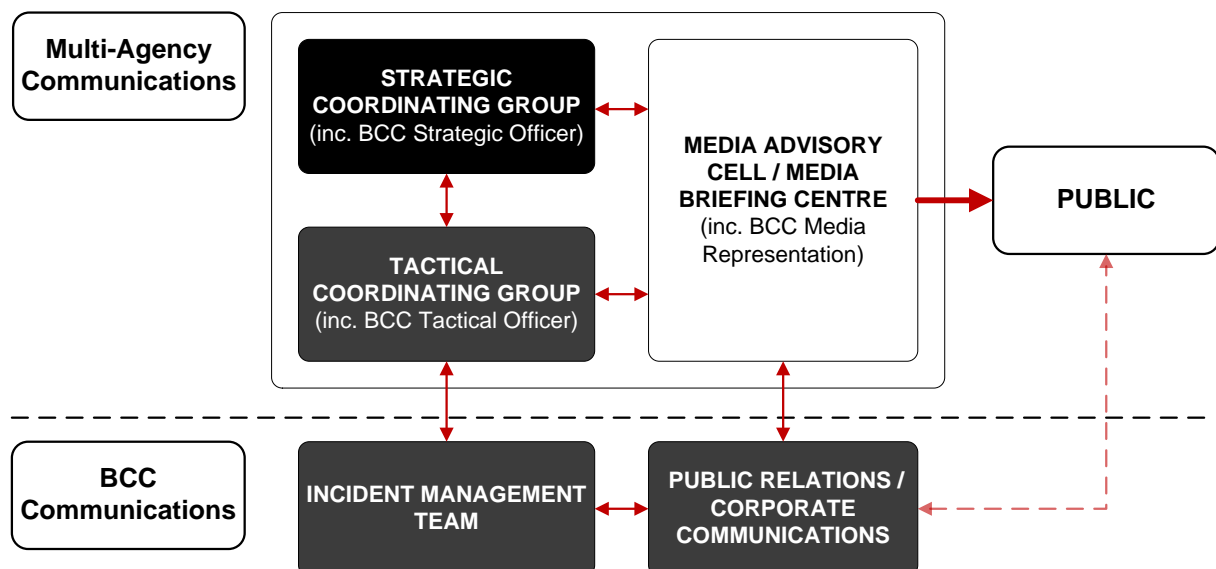


Figure 9 – Communicating with the Public

## **6.1 Emergency Response Communications**

This section of the plan provides details of the types of communication facilities that are available to emergency responders that can be used / enhanced during an incident. This section does not cover common communications that are used in everyday communications.

The range of telecommunication equipment available provides resilience, i.e. if one method fails another can be utilised, e.g. landlines, mobiles, satellite, airwave.

### **6.1.1 Operation Link**

The Operation Link (Op Link) and teleconference protocol<sup>15</sup> is designed to set out a standard operating procedure for alerting members of the LRF in order that they can fulfil their role and responsibilities at incidents which may require enhanced co-ordination, and provides a facility for the early sharing of information.

By adopting this process members of the LRF are informed of and able to consider the potential impact of a situation or event in respect of their own organisation and take appropriate action by either attending the incident, TCG, SCG or contributing to the response in some other way, e.g. through mutual aid.

Op Link should not be used for making the initial notification of an incident, as it can be several hours after an incident has started before the Op Link teleconference.

Any of the LRF partners can, using Op Link details, contact Avon and Somerset Police, and by means of that communication have information rapidly and effectively disseminated to other partners in the LRF.

### **6.1.2 ResilienceDirect (RDS)**

ResilienceDirect (RDS) is a browser based tool to enable efficient and secure (accredited to Official Sensitive level) exchange of information during both routine planning and in the response to incidents. The tool supports the strategic and tactical collaboration between partners locally, regionally, and within central government. RDS also supports applications for emergency planning and incident management, and can be used to provide access to system stored information, including templates, guidance, plans, ops orders, site maps, etc.

An RDS mapping platform can also be used to create, mark up and share maps of the area(s) affected during an emergency. The mapping platform can also be used to extract address details in a particular shape (e.g. shape of a cordon / evacuation zone). Spreadsheets can be exported to aid an emergency response / evacuation.

Within RDS<sup>16</sup>, the BCC file store page contains copies of all Council emergency response plans.

In an emergency, the response pages of RDS can be used for sharing minutes from SCG and TCG meetings along with any sitreps or associated documents.

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<sup>15</sup> [Operation Link and Teleconference Protocol](#) is available on ResilienceDirect

<sup>16</sup> Contact the CPU (account administrators) for more information and access to ResilienceDirect

**6.1.3 Everbridge Mass Notification**

The Everbridge Mass Notification system, administered by the CPU, can be used for alerting or activating pre-identified individuals or pre-set groups, depending on the incident. The following groups are set up in Everbridge:

- Emergency Centre Managers (for managing an emergency assistance centre)
- Emergency Volunteers (for staffing an emergency assistance centre)
- Every contact within the Emergency Contact Directory
- Potential IMT Members
- Flood Barrier Volunteers (to deploy the flood barrier)
- The Severe Weather Group (pre-identified IMT members for severe weather)
- The Control of Major Accident Hazards (COMAH) Group (featuring COMAH site staff and members of the local deaf and hard of hearing community)
- Snow Wardens (community volunteers trained and equipped to clear snow)

Ad-hoc Everbridge warning & information groups can be set up by the CPU.

**6.1.4 Mass E-Mail**

Mass email can be used to broadcast messages to all staff on email, e.g. using BRITNOTE or Secure Note systems.

**6.1.5 Satellite Communications**

The CPU have a hand held Iridium mobile satellite telephone which can be used anywhere outdoors, as long as a signal can be received.

**6.1.6 Airwave**

Airwave is an encrypted digital radio communications network used by the emergency services and other public safety organisations.

The ECC is equipped with desktop mounted Airwave terminals. Emergency Control Officers will communicate with the emergency services via pre-agreed talkgroups in an emergency e.g. where CCTV monitoring is required.

The Council is also part of the LRF Airwave Interoperability Scheme. Airwave Interoperability promotes the use of multi-agency partners using one Airwave talkgroup to manage a response. The TCG will decide if an Airwave Interoperability talkgroup should be activated.

**6.1.7 RAYNET**

“RAYNET” (The Radio Amateurs’ Emergency Network) is the national emergency communications service provided for the community by licensed radio volunteers. See [Section 3.10 Voluntary Agencies](#) for more information.

## **6.2. Communicating with the Public**

During an incident, the media will play a central role in relaying information to the public, including vulnerable people. It is therefore important to ensure that media organisations are given timely, accurate and pertinent information and are afforded reasonable access to scenes, images, footage and spokespeople. Public awareness and local media communications, including interest in the Council's corporate support to an incident, will be led by the Public Relations Team according to the LRF arrangements for media relations. See the LRF Media and Communications Guidance for more information. See [Section 5.9 Public Helplines](#).

A dedicated Media Officer will be appointed from within the Public Relations Team who will direct the Council's media response to an incident. The Media Officer will represent the Council within the multi-agency set up, including supporting the Strategic / Tactical Officer(s) at SCG / TCG meetings. More information about the role of the Council's Media Officer is contained in [section 4.8 Media Duty Officer](#).

Where an incident does not require a multi-agency response, the Public Relations Team will lead on media relations on behalf of the Council following their normal operating procedures. It is also important to keep the public, including vulnerable people, informed about the continuity of services provided by the Council; such as school closures, disruption to social care services, the effect on waste collection, and information about road closures.

### **6.2.1 Information Points**

In the immediate aftermath of an incident many people will travel to the scene or to meeting points such as travel terminals if they believe their family or friends may have been involved in an emergency.

An Information Point should be established at Bristol Temple Meads, Bristol Airport, the Bus & Coach Station and at Southmead and BRI hospitals giving advice to affected family or friends on where they can go for help and support, i.e. to a Humanitarian Assistance Centre.

See the Communication RIG considerations in the BCC Recovery Plan.

### **6.2.2 Communicating with Vulnerable People**

It is important during an incident to ensure all members of the public, including vulnerable people, are considered when warning and informing is required. This section lists potentially vulnerable people / groups, however, this list is not exhaustive. Many vulnerable individuals will be known to existing service providers, however, there will be others who, for a variety of reasons, are more difficult to identify - such as visitors to the area or the homeless. Specific communication arrangements are required to ensure these individuals are not overlooked.

Individuals and groups will be vulnerable during an incident for a variety of reasons. This section identifies three main categories of vulnerability:

1. Individuals / groups who have particular communication needs. For example those who are deaf or visually impaired, those with learning difficulties and those whose first language is not English

2. People in the community who are outside established social networks and may not be in regular contact with services. For example traveller communities, homeless people and asylum seekers
3. People with high health and / or social care needs. For example those on dialysis or with acute mobility problems, those requiring essential treatment or receiving palliative care etc.

Being in one of these categories does not automatically denote vulnerability, and stereotyping should be avoided - whether someone is in fact vulnerable will largely depend on three things:

- The nature of the incident
- The nature of response required. For example an incident which requires an evacuation is likely to determine a higher number of vulnerable people compared to an incident which requires shelter in situ
- The availability of the support that individuals normally receive from family / friends / carers / other social networks

The CPU maintain a separate contact list for individuals or organisations who can help and advise on how to communicate with the following groups:

#### Potentially Vulnerable Groups:

<ul style="list-style-type: none"> <li>▪ Asylum seekers / failed asylum seekers</li> <li>▪ Children</li> <li>▪ Communities whose first language is not English*</li> <li>▪ Deaf community</li> <li>▪ Homeless people</li> <li>▪ Individuals on dialysis</li> <li>▪ Individuals with drug and / or alcohol dependencies</li> <li>▪ Individuals with learning difficulties living in the community</li> <li>▪ Individuals with mental health needs living in the community or supported accommodation</li> <li>▪ Individuals with mobility problems</li> <li>▪ Minority ethnic communities</li> </ul>	<ul style="list-style-type: none"> <li>▪ People in residential establishments (private and public)</li> <li>▪ People living in houses of multiple occupation</li> <li>▪ Prisoners</li> <li>▪ Refugees / new migrant community groups</li> <li>▪ Roma community</li> <li>▪ Students (universities and colleges)</li> <li>▪ Tourists (particularly those in shared accommodation / hostels)</li> <li>▪ Travellers or Gypsies</li> <li>▪ Visually impaired people</li> <li>▪ Women and families experiencing domestic abuse</li> </ul>
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\* Main local Languages:

Arabic	Cantonese	Mandarin	Punjabi	Urdu
Bengali	Farsi	Polish	Romanian	
BSL	Kurdish	Portuguese	Somali	

### 6.2.3 Methods of Communicating with the Public

#### 6.2.3.1 Radio / TV

Local radio and TV can be used to broadcast incident related warnings and information directly to the public. Most local radio stations will be willing to interrupt their normal service with public safety messages.

It will be necessary to ensure specific local radio stations, like Ujima Radio and BCfm are included as well as the mainstream broadcasters, like BBC Radio Bristol, Heart FM and Breeze to get the message out to as many different groups of people / listeners as possible.

**BBC Connecting in a Crisis:** Broadcasters play an important role in communications during a crisis. As well as its network stations, the BBC operates six national and 40 local radio stations, 54 local websites and 15 national and regional TV news programmes (with three shorter "sub-opts" - a section produced especially for a smaller part of the main programme area).

Local / national radio and the BBC News website in particular have a special role in crisis communications.

The BBC national / local radio network has carefully designed resilience planning to ensure it can stay on air during a crisis to provide the vital information local communities will need.

#### **6.2.3.2 Internet**

Following an incident the internet can be used to share information.

The Council's external website provides information before, during and after an incident, and is also linked to the Council's twitter page (@BristolCouncil) where key news feeds will be posted. Internal Council messages appear on The Source.

During a Major Incident, Corporate Communications will be responsible for updating the internet and the Source.

#### **6.2.3.3 Social Media**

Following an incident social networking websites, such as Twitter and Facebook may be used to post incident related information. It is important that social networking sites are monitored at the time of an incident to extract key information about the incident and are also used, where possible, to communicate with the public and counter misinformation.

#### **6.2.3.4 Door Knocking**

It may be necessary to carry out door knocking, for example to advise people to evacuate. The Police will normally co-ordinate this activity with multi-agency assistance. The Council will need to prioritise known locations of vulnerable people, and may be able to assist with mapping of the affected area.

## Section 7: Humanitarian Assistance

Providing Humanitarian Assistance (HA) to individuals involved in an incident is a key responsibility of the Council.  
Refer to the Humanitarian Assistance Plan and Emergency Centre SOP.

For most incidents the immediate HA needs of those affected will depend on how the incident has directly impacted on each individual. The initial HA response is therefore focused on the immediate physical needs of those affected. Medium to longer term arrangements are needed to cover the more complex psychological and social aftercare and support needs of those affected.

The Council will lead or support on providing a number of different emergency assistance centres following an incident. Each centre has a different purpose and will be implemented according to the different stages and needs of an incident response. The centres need to be flexible in order to accommodate the needs of those affected, such as accessibility, and the responding agencies.

Figure 10 shows the multi-agency response to an incident in terms of which agency is responsible for each response task and where individuals affected by an incident will be directed. Further information about each category of affected individual and a description of the Emergency Assistance Centres can be found in the Humanitarian Assistance Plan and Emergency Centre SOP.

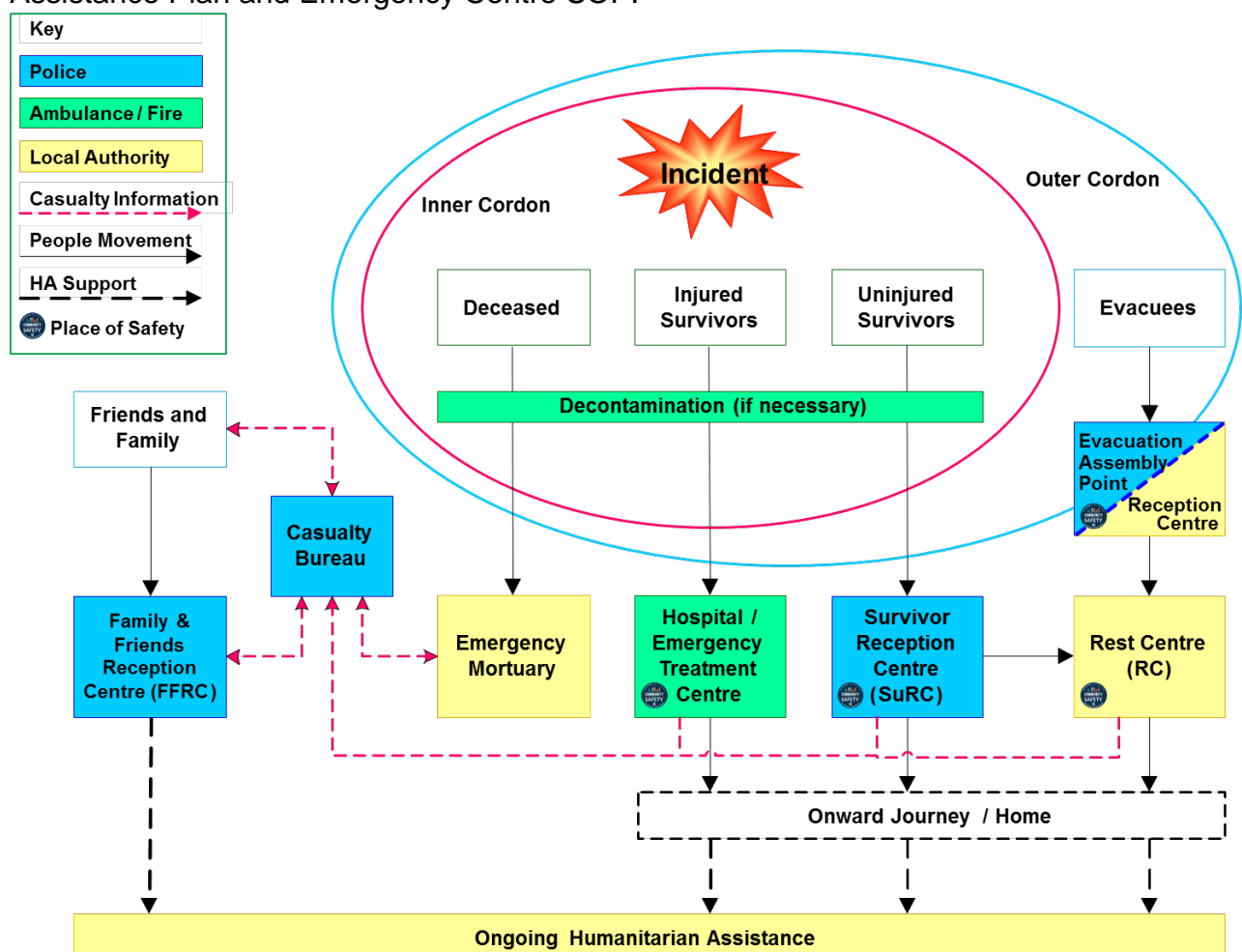


Figure 10 – Multi-Agency Humanitarian Assistance Diagram

## **Section 8: Recovery**

Response and recovery are not discrete activities that occur sequentially. Recovery aspects will need to be considered during the response phase of an incident, as actions taken (or not taken) at that time will have an impact on the eventual consequences. At some point, however, the emergency response phase will come to an end and the main focus of activities will move to those of recovery and clean-up.

Recovery: The process of rebuilding, restoring and rehabilitating the community following an emergency.

Senior officers from the Council will be responsible for applying foresight towards the recovery of an area and representing the recovery objectives within the multi-agency response. Decisions made during the response phase should consider the evolving consequence management issues of recovery for the affected area.

Where necessary, the Council will lead a strategic Recovery Co-ordinating Group (RCG) by means of providing a RCG Chair and Secretariat. Many other organisations may also be involved in the recovery, which may continue for many weeks / months. An important part of the work of the RCG, in the response phase of the incident, is to develop a recovery strategy and inform the SCG of this. This will ensure decisions made by the SCG do not compromise medium to long-term recovery.

Handover from Response to Recovery will be a formal process using the LRF Handover Certificate.

More information about the Recovery can be found in the BCC [Recovery Plan](#).

## Section 9: Glossary

Primary Term (alphabetical order)	Abbreviation or acronym	Working definition
Atlas Incident Management Software	AIMS	AIMS is the electronic software used by the Council to chronologically record information about an incident.
Bellwin Scheme		Discretionary scheme for providing Central Government financial assistance in exceptional circumstances to affected local authorities (e.g. Councils, Police Authorities) in the event of an emergency
Body Holding Area		See Holding and Audit Area for Deceased People and Human Remains
Body Viewing Area		Area in which family members may view the bodies of people who have died in an emergency
Bronze		Term no longer in use, see Operational. (May still be used in single agency settings)
Business Continuity	BC	The strategic and tactical capability of an organisation to plan for and respond to incidents and business disruptions in order to continue business operations at an acceptable predefined level
Business Continuity Management	BCM	Holistic management process that identifies potential threats to an organisation and the impacts to business operations that those threats might cause, and which provides a framework for building organisational resilience with the capability for an effective response
Business Continuity Plan	BCP	Documented collection of procedures and information developed, compiled and maintained in readiness for use in an incident to enable an organisation to continue to deliver its critical activities at an acceptable predefined level
Cabinet Office Briefing Room	COBR	UK Government's dedicated Crisis Management facilities, which are activated in the event of an emergency requiring support and co-ordination at the national strategic level
Casualty		1. Person killed or physically, psychologically or mentally injured as a result of war, accident or civil emergency 2. (In a maritime emergency) Vessel in distress 3. (For Casualty Bureau purposes) Person known, or believed, to be involved in an incident, including evacuees, survivors, and deceased
Casualty Bureau	CasB	Initial point of contact and information, maintained by the police, for all data relating to casualties. Also known as the Police Casualty Bureau.
Casualty Clearing Station	CasCS	Entity set up at the scene of an emergency by the ambulance service in liaison with the Medical Incident Commander to assess, triage and treat casualties and direct their evacuation
Category 1 Responder	Cat 1	Person or body listed in part 1 of schedule 1 to the civil contingencies act, normally at the core of the response to an emergency. See also responder.
Category 2 Responder	Cat 2	Person or body listed in part 3 of schedule 1 to the civil contingencies act, less likely to be at the core of the response to an emergency, but co-operating with category 1 responders. See also responder

<b>Primary Term (alphabetical order)</b>	<b>Abbreviation or acronym</b>	<b>Working definition</b>
Chemical, Biological, Radiological, Nuclear and Explosives	CBRNe	A term used to describe Chemical, Biological, Radiological, Nuclear and Explosive materials. CBRNe terrorism is the actual or threatened dispersal of CBRN material (either on their own or in combination with each other or with explosives), with deliberate criminal, malicious or murderous intent.
Civil Contingencies Act 2004	CCA	Act of 2004, which established a single framework for Civil Protection 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 Unit	CPU	
Clinical Commissioning Group	CCG	CCGs are clinically led groups, responsible for commissioning the majority of NHS Services for patients within their local communities. CCG's are Cat 2 Responders under the Civil Contingencies Act.
Community Resilience		Communities and individuals harnessing local resources and expertise to help themselves in an emergency, in a way that complements the response of the emergency services
Consequence Management		Measures taken to protect public health and safety, restore essential services, and provide emergency relief to governments, businesses, and individuals affected by the impacts of an emergency
Control of Major Accident Hazards Regulations 1999	COMAH	Regulations applying to the chemical and other industries (including some facilities for the production and/or storage of explosives and nuclear sites) where threshold quantities of dangerous substances are kept or used
Cordon		Naturally delineated or improvised perimeter indicating an area of restricted access
Crisis Support Team	CST	Crisis Support Teams will provide timely and appropriate assistance to those directly affected by an emergency. The Council has access to trained trauma support staff, through the Occupational Health Contract.
Crisis Support Worker	CSW	Crisis Support Workers are part of the Crisis Support Team and will deliver appropriate psychosocial care and support to those affected by an emergency in Bristol
Duty Civil Protection Officer	DCPO	24/7/365 on call officer from the CPU
Decontamination		Depending on the nature of the incident, decontamination may be required before individuals can leave the inner cordon. The Ambulance Service and Fire & Rescue Service carry out this task.
Disaster Appeal Fund		Facility for members of the public to donate money to assist with the response to, or those affected by, an emergency
Disaster Victim Identification	DVI	The process of gathering evidence relating to bodies or body parts and the cause of death resulting from an emergency or disaster, in order to enable the Identification Commission to identify the deceased
Dynamic Risk Assessment		Continuing assessment of risk in a rapidly changing environment

Primary Term (alphabetical order)	Abbreviation or acronym	Working definition
Emergency		An event or situation which threatens serious damage to human welfare in a place in the UK, the environment of a place in the UK, or the security of the UK or of a place in the UK
Emergency Contact Directory		The Emergency Contact Directory is the Council's emergency contact list including details of Duty Senior Managers, Strategic & Tactical Officers, the Strategic Leadership Team, Corporate Resilience Group, Service Directors and Managers from across the council. Maintained by the CPU
Emergency Control Centre	ECC	24 hour centre for making and receiving notifications and co-ordinating parts of the Council's response to an incident
Emergency Media Centre	EMC	Premises designated for use by the media in the event of an emergency
Emergency Mortuary	EMort (or EM)	Temporary structure or converted existing structure designated for use for the time being as a mortuary
Emergency Powers		Last-resort option for responding to the most serious of emergencies where existing powers are insufficient, and additional powers are enacted under part 2 of the civil contingencies act (2004) and elsewhere
Emergency Services		Generic term for police, fire and rescue, and health agencies; may also include HM Coastguard and other responders
Evacuation		Removal, from a place of actual or potential danger to a place of relative safety, of people and (where appropriate) other living creatures
Evacuation Assembly Point	EAP	Building or area on the periphery of an area affected by an emergency, to which evacuees are directed to await transfer to a survivor reception centre or rest centre
Evacuee		Person removed from a place of actual or potential danger to a place of relative safety
Family and Friends Reception Centre	FFRC	Emergency assistance centre established by the police to cater for the family and friends of people affected
Forward Command Post	FCP	Any service's command and control facility nearest the scene of the incident, responsible for immediate direction, deployment and security. This might be either an Operational or Tactical facility depending on the circumstances of the incident
Forward Media Briefing Point	FMBP	Site with good views over the area affected by an incident, at which media briefings are conducted
Geographical Information System	GIS	Computer based system that supports the capture, management, analysis and Modelling of geographically referenced data
Gold		Term no longer in use, see Strategic. (May still be used in single agency settings)
Hazmat		Abbreviation for hazardous materials although it is commonly used in relation to procedures, equipment and incidents involving hazardous materials
Highway Network Management	HNM	Highway Network Management (HNM) is responsible for the daily operation of the highway network in Bristol, including traffic management. HNM cover both planned and unplanned events.

<b>Primary Term (alphabetical order)</b>	<b>Abbreviation or acronym</b>	<b>Working definition</b>
HM Coastguard	HMCG	Body within the Maritime and Coastguard Agency responsible for initiating and co-ordinating civil maritime search and rescue within the united kingdom search and rescue region
Holding and Audit Area for Deceased People and Human Remains	HAADR	Area close to the scene where the deceased can be temporarily held until transfer to the emergency mortuary or mortuary
Hospitals / Emergency Treatment Centres		Injured survivors requiring acute medical treatment are taken to hospital. If the number of injured exceeds available capacity, the NHS may establish an Emergency Treatment Centre (ETC). The NHS may consult with the Council on a suitable location for the ETC and may ask for help in operating the centre.
Humanitarian Assistance		Multi-agency response to ensure that those involved and affected by a major incident are properly cared for, by the provision of shelter, information, advice, emotional, financial and legal support, and the like
Humanitarian Assistance Centre	HAC	Assistance centre established during the first 72 hours of an emergency to cater for the medium and longer term needs of people affected by the emergency
Incident		Event or situation that requires a response from the emergency services or other responders
Incident Command Post	ICP	The point from which the tactical commander of an emergency service can control that service's response to an incident
Incident Commander		The nominated emergency services officer with overall responsibility for tactics and resource management at the tactical level.
Incident Liaison Officer	ILO	A local authority officer at the Incident Command Post who provides a direct link between local authority emergency control centres and the Tactical Co-ordinating Group. Other agencies may also have incident liaison officers
Incident Management Centre	IMC	The Incident Management Centre is a conference room within the Council where an incident will be managed by the IMT.
Incident Management Team	IMT	The IMT is the level of command that will manage the Council's Tactical response. This group will make decisions upon a range of response activities and oversee the deployment of resources as required.
Inner Cordon		<p>Cordon established to secure the immediate scene and provide a measure of protection for personnel working within the area</p> <p>The Ambulance Service and Fire &amp; Rescue Service will be responsible for all activities inside the inner cordon, including the Ambulance Service overseeing the casualty clearing triage process; to assess / treat casualties and direct their recovery on to the relevant facility, depending on whether the casualty is deceased, injured or uninjured.</p>
Integrated Emergency Management	IEM	Multi-agency approach to emergency management entailing six key activities – anticipation, assessment, prevention, preparation, response and recovery

Primary Term (alphabetical order)	Abbreviation or acronym	Working definition
Joint Emergency Service Interoperability Principles	JESIP	The way in which the three blue light services, and other responders, work together at major and complex incidents
Joint Decision Model	JDM	A common model used nationally to enable Responders to make effective decisions together (JESIP)
Joint Regional Liaison Officer	JRLO	Officer of the Ministry of Defence (MOD) providing liaison between local or regional civil Emergency Control Centres and the MOD's United Kingdom command structure
Local Resilience Forum	LRF	Process for bringing together all the category 1 and 2 responders within a police force area for the purpose of facilitating co-operation in fulfilment of their duties under the Civil Contingencies Act.
Major Accident Hazard Pipelines	MAHP	Supply systems for dangerous fluids as defined in schedule 2 of pipeline safety regulations, which include high pressure natural gas, other gases, oils and chemicals
Major Incident		An event or situation, with a range of serious consequences, which requires special arrangements to be implemented by one or more emergency responder agencies.
Major Incident Response Guide	MIRG	The Major Incident Response Guide is the primary document for the combined, Avon and Somerset LRF emergency response. The guide contains detailed information about the response structures and procedures in the Avon and Somerset LRF area.
Maritime and Coastguard Agency	MCA	Executive agency of the department for transport, comprising Her Majesty's Coastguard and the former Marine Safety Agency
Media Advisory Cell	MAC	Multi-agency group set up within the SCC to ensure consistent communication is delivered by all agencies. Brings together media representatives of the key organisations involved in the response to the emergency and liaises with the main incident press office. Led by the Police Strategic Media Advisor during the acute phase, and the Local Authority Press Officer in the recovery phase.
Media (Briefing) Centre	MBC	Central location for media enquiries, staffed by spokespeople from the major responders, providing communication links and briefing facilities
Media Liaison Officer	MLO	Representative who has responsibility for liaising with the media on behalf of the Council
Media Liaison Point	MLP	Area adjacent to the scene, staffed by Media Liaison Officers, for the reception and accreditation of media personnel and for briefing on reporting, filming and photographing
METHANE		The mnemonic METHANE specified by JESIP as consistent method of sharing incident information. <b>M</b> ajor emergency, <b>E</b> xact location, <b>T</b> ype of incident, <b>H</b> azards, <b>A</b> ccess, <b>N</b> umber of casualties, <b>E</b> mergency services
Mortuary		Building or area in which the bodies of deceased persons are held for identification and post mortem examination and which may provide capability for holding bodies prior to release

<b>Primary Term (alphabetical order)</b>	<b>Abbreviation or acronym</b>	<b>Working definition</b>
Mutual Aid		Agreement, between category 1 and category 2 responders and other organisations not covered by the Civil Contingencies Act, to provide assistance with additional resources during an emergency
National Emergency Mortuary Arrangements	NEMA	Private sector capability (under contract to the Home Office) that can be deployed anywhere within the UK to establish an emergency mortuary with the capacity to deal with large numbers of fatalities
National Health Service England	NHS England	NHS England oversees the planning, delivery and day-to-day operation of the NHS in England as set out in the Health and Social Care Act 2012. NHS England was previously called the NHS Commissioning Board. NHS England is a Cat 1 Responder under the Civil Contingencies Act
National Health Service England Local Area Team	NHS England / LAT	NHS England has 27 local offices, or local area teams (LATs), with among other things, responsibility for primary care contract management. NHS England LAT's have devolved Cat 1 Responder duties under the Civil Contingencies Act
Operational		The tier of command at which the management of 'hands-on' work is undertaken at the incident site(s) or associated areas
Outer Cordon		Cordon established around the vicinity of an incident, and encompassing the inner cordon, to control access to a wider area around the scene, to allow the emergency services and other agencies to work unhindered and in privacy
Public Health England	PHE	Public Health England is an executive agency of the Department of Health. It has been established to protect and improve the nation's health and wellbeing, and to reduce inequalities. PHE is a Cat 1 Responder under the Civil Contingencies Act
Radiation (Emergency Preparedness and Public Information) Regulations 2001	REPPiR	Framework of emergency preparedness measures to ensure that members of the public are properly prepared for a possible radiation emergency, and properly informed if one occurs
Receiving Hospital		Hospital selected by the ambulance service to receive casualties during an emergency
Recovery		Process of rebuilding, restoring and rehabilitating the community following an emergency or disaster, continuing until the disruption has been rectified, demands on services have been returned to normal levels, and the needs of those affected have been met
Recovery Co-ordinating Group	RCG	Strategic decision making body for the recovery phase once handover has taken place from the police
Rendezvous Point	RvP	Point to which all resources arriving at the outer cordon are directed for logging, briefing, equipment issue and deployment
ResilienceDirect	RDS	Secure web based multi-agency information sharing platform
Responder		Organisation required to plan and prepare a response to an emergency. See Category 1 and 2 responder
Responders' Welfare Centre	RWC	Assistance centre for those responding to a prolonged emergency

Primary Term (alphabetical order)	Abbreviation or acronym	Working definition
Rest Centre	RC	Building, including overnight facilities, designated by the local authority for the temporary accommodation of evacuees (emergency assistance centre)
Risk		Measure of the significance of a potential emergency in terms of likelihood and impact
Risk Assessment		Structured and auditable process of identifying hazards and threats, assessing their likelihood and impacts
Science and Technical Advice Cell	STAC	Group of technical experts, activated by the SCG, to provide a single source of scientific and technical advice regarding the incident.
Search and Rescue	SAR	Use of specialised personnel and equipment to locate persons in distress or in danger and remove them from a place of actual or potential danger to a place of relative safety
Senior Identification Manager	SIM	Police officer appointed by the senior police officer to manage and co-ordinate all aspects concerning the identification of the deceased in support of HM Coroner
Senior Investigating Officer	SIO	Detective officer appointed to assume responsibility for all aspects of a police investigation
Silver		Term no longer in use, see Tactical. (May still be used in single agency settings)
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
Strategic		The tier of command at which policy, strategy and the overall response framework are established and managed
Strategic Co-ordinating Centre	SCC	The location at which the Strategic Co-ordinating Group meets
Strategic Co-ordinating Group	SCG	Multi-agency body responsible for co-ordinating the joint response to an emergency at the local strategic level
Survivor		Any person, whether injured or not, who is not killed in an incident or emergency
Survivor Reception Centre	SuRC	Emergency assistance centre in which survivors not requiring acute hospital treatment can be taken for short-term shelter and first aid
Tactical		The tier of command at which the response to an emergency is managed
Tactical Co-ordinating Group	TCG	A multi-agency group of tactical commanders that meets to determine, co-ordinate and deliver the tactical response to an emergency
Traffic Cordon		Supplementary cordon around the outer cordon to control internal traffic access for emergency and other vehicles
Triage		Assessment of casualties and allocation of priorities by the medical or ambulance staff at a casualty clearing station and / or a receiving hospital
Utility		Company providing an essential community service, especially water, energy, or telecommunications

Reference: Emergency responder interoperability lexicon:

<https://www.gov.uk/government/publications/emergency-responder-interoperability-lexicon>

## Appendix A: Related Plans / Guidance

### Bristol City Council Plans

The Council produces a number of specific organisational plans that will be used to support the generic incident response arrangements laid out in this plan. The full library of Council response plans is listed below and can be found on the Civil Contingencies pages on The Source (intranet) in the Emergency Plan Library at:

<http://intranet.bcc.lan/ccm/navigation/plans-and-performance/strategies-and-plans/civil-contingency-plans/emergency-plan-library/>, or online via ResilienceDirect.

#### Response Plans:

- Incident Impact Assessment Guide
- Recovery Plan
- Corporate Business Continuity Plan
- Evacuation Plan & SOP
- Humanitarian Assistance Plan & Emergency Centre SOP
- Emergency Transport Plan
- Emergency Feeding Plan
- Animal Welfare Plan

#### Statutory Plans:

- Major Accident Hazard Pipeline Plan
- Severnside Off-Site COMAH Emergency Plan

#### Risk Specific Plans:

- Flood Plan
- Fuel Shortage Plan
- Pandemic Flu Plan [Public Health]
- Snow & Severe Weather Plan

### Local Resilience Forum Plans

Avon & Somerset LRF plans can be obtained online via ResilienceDirect:

- |  |  |
|--|--|
| ▪ Airwave SOP                                    | ▪ Mutual Aid Guidance                                      |
| ▪ Animal Health                                  | ▪ Operation LINK (including ASLRF Teleconference Protocol) |
| ▪ CBRNe framework                                | ▪ Pandemic Influenza                                       |
| ▪ Communicable Diseases Framework                | ▪ Resilient Telecommunications Guidance                    |
| ▪ Emergency Mortuary                             | ▪ Strategic Co-ordinating Centre (SCC) User Guide          |
| ▪ Evacuation & Shelter                           | ▪ Science and Technical Advice Cell (STAC)                 |
| ▪ Friends & Families Reception Centre            | ▪ Search & Rescue Cell                                     |
| ▪ Fuel Shortage                                  | ▪ Strategic Recovery                                       |
| ▪ Guidance for the Care of Animals in Evacuation | ▪ Survivor Reception Centre                                |
| ▪ Information Sharing Protocol                   | ▪ Tactical Co-ordination Centre User Guide                 |
| ▪ Large-scale Evacuation & Care                  | ▪ Voluntary Agencies Support and Capabilities Guidance     |
| ▪ <b>Major Incident Response Guide</b>           | ▪ Warning and Informing Strategy                           |
| ▪ Mass Casualties Guidance                       | ▪ Welfare for People Trapped on the Highway                |
| ▪ Mass Fatalities (Excess Deaths)                |  |
| ▪ Media & Communications Guidance                |  |
| ▪ Multi-Agency Flood Response Framework          |  |
| ▪ Multi-Agency Strategic Holding Areas           |  |

**National Guidance**

A range of national guidance has been developed to cover specific areas of response.

The CPU maintains a paper and electronic library containing these plans / guides, and will make them available when required.

- [Emergency Preparedness](#) (Guidance on part 1 of the Civil Contingencies Act 2004, its associated regulations and non-statutory arrangements)
- [Emergency Response & Recovery Guidance](#)
- Joint Emergency Services Interoperability Principles (JESIP) [Joint Doctrine](#)
- Guidance on development of a [Site Clearance Capability](#)
- The Bellwin Scheme of emergency financial assistance to local authorities

[Original National Guidance documents available online and saved on CPU S: drive]

## Appendix B: Pre-identified Officers and IMT Membership

The pre-identified lead officer roles and IMT membership are for guidance / suggestions only and have not necessarily been agreed by the individuals concerned. There is no expectation for individuals shown to be available out of hours and if called out of hours are under no obligation to attend.

### B.1 External Risks / Incident Types

#### B.1.1 Strategic, Tactical & Incident Managers

The following table shows which individuals<sup>17</sup> by job title have been identified as either the lead or reserve Strategic Officer, Tactical Officer or Incident Manager (IMT Chair) based on external risks / incidents types.

	Terrorism	Flooding	Transport accidents	Industrial accidents (Inc. COMAH)	Pandemic Flu	Snow and Severe Weather	Other
Chief Executive	Strategic lead						
Strategic Director Neighbourhoods	Strategic Reserve 2	Strategic Reserve 1	Strategic Reserve 1	Strategic lead	Strategic Reserve 1	Strategic lead	
Strategic Director People		Strategic Reserve 2	Strategic Reserve 2	Strategic Reserve 2	Strategic lead		
Strategic Director Place	Strategic Reserve 1	Strategic lead	Strategic lead	Strategic Reserve 1		Strategic Reserve 1	Strategic lead*
Service Director Citizen Services	IMT Chair Tactical Reserve 2	Tactical Reserve 1	Tactical Reserve 1	Tactical lead	Tactical Reserve 1	Tactical lead	
Service Director Economy	Tactical Reserve 1	Tactical Reserve 2	Tactical Reserve 2				
Service Director Education & Skills						IMT Reserve 1	
Service Director Housing Services		IMT Chair					
Service Director Neighbourhoods & Communities					IMT Reserve 1		
Service Director Public Health					IMT Chair		
Service Director Strategic Commissioning					Tactical lead	Tactical Reserve 2	
Service Director Transport	Tactical lead	Tactical lead	Tactical lead	Tactical Reserve 1		IMT Chair Tactical Reserve 1	
Head of Service Citizen Services	IMT Reserve 2	IMT Reserve 2					
Head of Service Traffic	IMT Reserve 1	IMT Reserve 1	IMT Chair				

\*Strategic Director for CPU

<sup>17</sup> Names and contact details are available in the Emergency Contact Directory.

**B.1.2 IMT Core Membership**

The following table shows which services / teams have been identified as core members of the IMT based on external risks / incidents types.

Citizen Service Operations
Civil Protection Unit
Corporate Communications
Emergency Control Centre
Finance
Public Relations

**B.1.2 Other IMT Members**

The following table shows which services / teams have been identified as members of the IMT based on external risks / incidents types.

	Terrorism	Flooding	Transport accidents	Industrial accidents	Pandemic Flu	Snow and Severe Weather	Other
Building Control	?	?	?	?			?
Care & Support - Adults	x	?			x	x	?
Care & Support - Children & Families	x	?			x	x	?
Community Based Services (Emergency Feeding)	?	?					?
Corporate Property (Property Identification)	?	x					?
Digital Transformation (GIS Mapping)	?	?					?
Education & Skills	?	?	?	?	x	x	?
Facilities Management	x						?
Housing Options	?	?					?
Legal Services	?	?	?	?	?	?	?
Public Health	?	?	?	?	x	?	?
Public Protection (Pollution Control)	?	x	x	x	x	x	?
Public Protection (Public Health Services)	?	?	?	?	?	?	?
Sustainable Transport (Emergency Transport)	x						?
Trading Standards (Animal Care)	?	?				?	?
Trading with Schools (Emergency Feeding)	x	?					?
Transport	x	x	x	x		x	?
Waste and Street Services	?	x	x	x		x	?

x = IMT member for risk type shown

? = depending on the impact of the incident

## B.2 Business Continuity Incidents

### B.2.1 Strategic, Tactical & Incident Managers

The following table shows which individuals by job title have been identified as either the lead or reserve Strategic Officer, Tactical Officer or Incident Manager (IMT Chair) based on business continuity impacts on Council Services.

	Building loss	Staff shortage	IT failure	Cyber attack	3rd party failure
Strategic Director Neighbourhoods				Strategic lead	
Strategic Director Resources		Strategic lead	Strategic lead		
Service Director Strategic Commissioning					Strategic lead
Service Director Property	Strategic lead				
Head of Service HR		IMT Chair			
IT Delivery Manager			IMT Chair		
ICT Commissioning and Information Security Manager				IMT Chair	
Head of Service Facilities Management	IMT Chair				

### B.2.2 IMT Core Membership

The following table shows which services / teams have been identified as core members of the IMT based on business continuity impacts on Council Services.

Civil Protection Unit
Corporate Communication
Emergency Control Centre
Facilities Management
Finance
Human Resources
ICT
Public Relations

Other services / teams will be invited to participate depending on how they are affected.

## Appendix C: IMT Agenda

The following agenda should be used within meetings of the IMT as a guide and aide-mémoire.

### 1. Welcome and Introductions

- IMT protocols:
  - Decision & action recording / logging
  - Accounting for resources / finance
  - Information security

### 2. Gather information & intelligence, including

- What has happened?  
Is a report from the scene available? (e.g. METHANE report)
- The location of the incident
- Who is involved – agencies / staff / services / public, incl. vulnerable people?
- Number of Casualties
- What Council action, if any, has already been undertaken?
- What [additional] Council assistance, if any, has been requested? By whom?
- How are responding staff being supported?
- Is there a specific plan covering this type of incident?  
(ref to Emergency Plan Library)

### 3. Assess risks & develop a working strategy

- Impact Assessment which considers the **I**nfrastructure, **C**ommunity, **E**conomic, **P**olitical, **O**rganisation, **L**egal & **E**thical (ICE-POLE) factors
  - Financial considerations
  - Legal advice
  - Staffing over time
  - Equipment & other resources
  - Consequence Management
    - Nearby hazards (e.g. COMAH sites)
    - Nearby / affected infrastructure (including Public transport)
    - Potentially vulnerable people and groups, including schools, residential homes, etc
    - Impact, if any, on community relations
    - Impact on BCC Critical Services / service delivery (Business Continuity Plans?)
- When to establish a strategic Recovery Co-ordination Group (RCG)

### 4. Review of IMT operation / membership

- Membership and roles, including administration staff:
  - The IMT Chair should be a Service Director from the directorate with the largest involvement in the incident response
  - Membership of the IMT should be made up key staff whose service(s) are directly affected by the incident
  - Consideration should be given to including specific service reps such as Communications, HR, Finance, Equalities, Legal Services, etc. as required
  - Support staff, AIMS trained?
- Staff identification and registration
- Staff rotas and welfare arrangements

**5. What actions are required?**

- Support and welfare of responding officers (Operational, Tactical and Strategic)
- See Operational Response in BCC Incident Response Plan, e.g:
  - Evacuation & Shelter (Transport & Rest Centres)?
  - Identification of vulnerable people?
  - Waste Management?
  - GIS / RDS mapping of affected area?
- Co-ordination of Voluntary Agencies.  
[Could a Voluntary Agency representative be included on the IMT?]
- When to establish a strategic Recovery Co-ordination Group (RCG)?
- Other?

**6. Communications**

- General advice to the public / staff
- Specific warnings to the public / staff

**7. Review of Actions / Next Meeting**