



**Lisburn &  
Castlereagh  
City Council**

## **EMERGENCY MANAGEMENT PLAN**

**THIS IS A UN-CONTROLLED DOCUMENT**

**LISBURN & CASTLEREAGH CITY COUNCIL**

**EMERGENCY PLAN HAS BEEN**

**VALIDATED BY THE**

**CHIEF EXECUTIVE**

**Signed:**

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**Date:**

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*This document will be reviewed and updated at least annually  
and/or after a major incident*

# DISTRICT EMERGENCY PLAN

## DOCUMENT CONTROL

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## AMENDMENT RECORD

PAGE/ SECTION	DESCRIPTION OF AMENDMENT	AMENDMENT DATE
Page 11	Update of definition for a major incident	October 2016
Page 18	Enhanced activation procedures including levels of activation of the emergency plan and the JESIP METHANE reporting model.	October 2016
Page 22	Enhanced response phase section taking into account protocols set down in the EEPG First Responders Framework; Incident Director/Head of Service and the Emergency Coordination Centre arrangements.	October 2016
Page 33	Enhanced recovery section of the plan	October 2016
Page 35	Enhanced section for elected members roles and responsibilities	October 2016
Page 40	Additional section explaining the civil contingency structure in Northern Ireland.	October 2016
Page 43	Additional section explaining the principles of multi-agency coordination and LCCC's role	October 2016

# **EMERGENCY CONTACT PROCEDURE**

## **To report an Emergency**

To report an emergency during office hours:

Monday to Friday 9am – 5pm, (excluding Public/Council holidays)

**Office hours Telephone number – 028 92 509250**

Ask for Chief Executive officer or in their absence the Duty Director.  
Please have the incident information ready.

To report an emergency out of Hours:

- 1. Contact the Council's emergency number [REDACTED] or**
- 2. Out of hours Telephone number - [REDACTED] (Council Headquarters Security)**

Please have as many of the following details as possible:

- Nature of the incident
- Location of incident
- Time of the incident
- Details of Whom and What is affected
- Indication of incident severity and likelihood of escalation
- Details of current organisations dealing with the incident.
- Your identity
- Your contact Information
- Assistance that you require from Lisburn & Castlereagh City Council

To contact Lisburn & Castlereagh City Councils Emergency Planning Officer or Eastern Group Emergency Co-ordination Officer on a non-emergency related issue:

Lisburn & Castlereagh City Council Emergency Planning Officer  
Direct Line – 02892 447812, Mobile – [REDACTED]

Eastern Emergency Planning Coordinator  
Direct Line – 02892 447863, Mobile – [REDACTED]

## In Contacting the Council in the Event of a Major Emergency

You will be asked to state the following information:

1.	Nature of incident	
2.	Location of incident	
3.	Time of occurrence	
4.	Details of whom and/or what is involved/affected	
5.	Indication of severity of incident and likelihood of escalation	
6.	Details of any organisations currently dealing with the incident	
7.	Details of other organisations contacted in relation to the incident	
8.	Your identity	
9.	Your contact details	
10.	What assistance is required from the Council, or how do you think the Council can assist?	

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# DISTRICT EMERGENCY MANAGEMENT PLAN

## 1.0 INTRODUCTION

### 1.1 Policy Statement

Lisburn & Castlereagh City Council (LCCC) acknowledge that one of its strategic aims is to provide civic leadership; protect the safety and welfare of its citizens, visitors and the environment. If and when emergencies affect the Community, Lisburn & Castlereagh City Council recognizes its role in mitigating the effects of the emergency and promoting recovery. As such the Council will plan for such emergencies, both internally and externally with its agency partners.

Under the Civil Contingencies Act 2004 (CCA) (England and Wales), Civil Contingencies Framework 2005 (CCF) (Northern Ireland) and Local Government (Northern Ireland) Order 2005 Article 29 - Powers of district councils in relation to emergencies; local authorities have defined roles regarding emergency management.

**‘All public service organizations shall have appropriate arrangements to undertake their functions for the purpose of controlling an emergency and for reducing and mitigating the effects of an emergency’**

*Civil Contingencies Framework (NI) 2005*

Lisburn & Castlereagh City Council while currently not classed as a category 1 or 2 responder under the Civil Contingencies Act 2004; will provide civic leadership to its community and support the emergency services in the response and recovery from emergencies. It will maintain its critical services during disruption and the Health, Safety and Welfare of its staff.

Following the introduction of the Northern Ireland Executive’s ‘Measures to Enhance Civil Contingencies Arrangements at Local Level’ in February 2014, Sub-Regional Civil Emergency Preparedness Groups (EPGs) were formally established together with the creation of a Civil Contingencies Group (NI) (CCG(NI)) sub-group entitled Sub-Regional Civil Emergency Preparedness to oversee the work of the EPGs and facilitate communication between the local level and CCG(NI). Councils provide the joint chair and current administrative/programme management support for this multi-agency work. Councils now play a key role in co-ordinating planning and supporting certain aspects of the response and recovery associated with civil emergencies.

## 1.2 Aims and Objectives of the Council's Emergency Management Plan

The Council's Emergency Management Plan is a generic plan that provides a structure to allow decisions to be made and resources allocated for any type of emergency. The Plan aims to:

- Provide guidance on the circumstances and arrangements in which the Council will activate its Emergency Management Plan;
- Provide robust procedures, which will endeavor the Council to respond 24 hours a day and provide systems for mobilizing staff, equipment and facilities;
- Identify arrangements for forming an Emergency Management Team and/or Incident Director / Head of Service which will take appropriate and timely decisions during a major incident and the direct assistance it can provide to the affected community, the emergency services, or any other responding organization;
- Set out arrangements whereby the Council and Chief Executive can successfully deliver multi-agency coordination especially in recovery phase of an emergency;
- Maintenance of health, safety and welfare of all Council staff throughout the stages of any major incident;
- Identification of essential Council services to the community and procedures for their continuation throughout a major emergency;
- Fulfillment of any statutory duty which may result from a major incident;
- Provide a mechanism whereby the Council can monitor public opinion, identify public information needs, contribute to the drafting of warning and informing in an emergency, and ensure that information gets to the point where it is needed by the most effective means;
- Provide a mechanism to monitor, manage and record all communication and decision making involved during the response and recovery phase of an emergency;
- Provide a mechanism for recording all Council related costs associated to and emergency and the recovery of expenditure where possible.
- The development and maintenance of a community risk register in partnership with the Councils multi-agency partners and the development of site specific plans as and when required.
- Provide a mechanism for Lisburn & Castlereagh City Council staff to gain skills, knowledge and tools to manage the Councils response during a major emergency with confidence;

### 1.3 Definitions

The definition of a major emergency as defined by the Civil Contingencies Act 2004 and used by Lisburn & Castlereagh City Council is;

**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,**
- **War or terrorism which threatens serious damage to the security of the UK**

It should be noted that a major incident outside of Northern Ireland / UK but has consequences to Northern Ireland will also be included.

**A major incident is defined as an:**

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

For the purpose of the Council's Emergency Plan examples of a major emergency may include any of the following:

- a) Any abnormal incident or emergency within the Council's area where agencies will require assistance from the Council in the response & recovery phase.
- b) Any abnormal incident or emergency within the Council's area which requires co-ordination of other agencies by the Chief Executive in the recovery phase.
- c) Any abnormal incident or emergency associated with Council premises, activities or staff, or results in a serious disruption to essential or critical Council services, which grossly reduces the Council's capacity to carry out normal business.
- d) Any abnormal incident or emergency relating to the Council's statutory duties which because of the scale of its effects cannot be dealt with by the respective service as part of their day to day activities.
- e) A major emergency within another Council area which is likely to spread into this Council, or has the potential to escalate over time, with the potential for real consequences to this Council's area.

Examples of major emergencies can be found in the Northern Ireland Community Risk Register.

In such circumstances the Chief Executive or Incident Director/Head of Service will assume the role of coordinator and will liaise with all other key agencies to consider, agree and effect an appropriate action plan in response to the emergency situation, while also reporting on the situation to Department for Communities.

### 1.4 What the Council's Emergency Management Plan Does Not Apply To

The Council's Emergency Management Plan does not apply to smaller scale emergencies which can be managed by the emergency services or other public service agencies within their normal operational capabilities.

The Council's Emergency Management Plan does not apply to smaller scale emergencies which fall within the Council's statutory responsibilities and can be managed within existing resources.

## **1.5 Civil Protection**

Civil Protection is a broad term covering activities which are undertaken by organisations to protect the population from natural and manmade risks and to prepare an effective, coordinated response to any emergency. The Council plays a number of important roles in civil protection. One of the main aims of the Council is to protect the safety and welfare of its citizens, visitors and the environment. The Council has a number of functions that are likely to be called upon in support of the emergency services and any Lead Government Department during response to an emergency.

## **1.6 Developing Resilience**

Resilience is a dynamic and relative condition and not a state. Therefore Lisburn & Castlereagh City Council can develop greater resilience but cannot become completely resilient. Highly resilient organisations are stronger, more flexible and more adaptive than those with lower resilience. As such the Council Emergency Plan is a holistic resilient framework for receiving and assessing information while identifying a pre-designated team of skilled officers which can command and coordinate. The plan identifies designations and provides training to a wide range of staff to provide a resilient platform to enable the plan to be effective in all eventualities.

## **1.7 Business Continuity**

Lisburn & Castlereagh City Council has Business Continuity arrangements in place through the development of its Business Continuity Plan, which is held separately from the Emergency Management Plan. The Business Continuity plan sets out arrangements for the Council to continue critical Council Services during times of disruption. The Emergency Management Plan and Business Continuity are linked and may be activated in conjunction or independently of each other depending upon the circumstances.

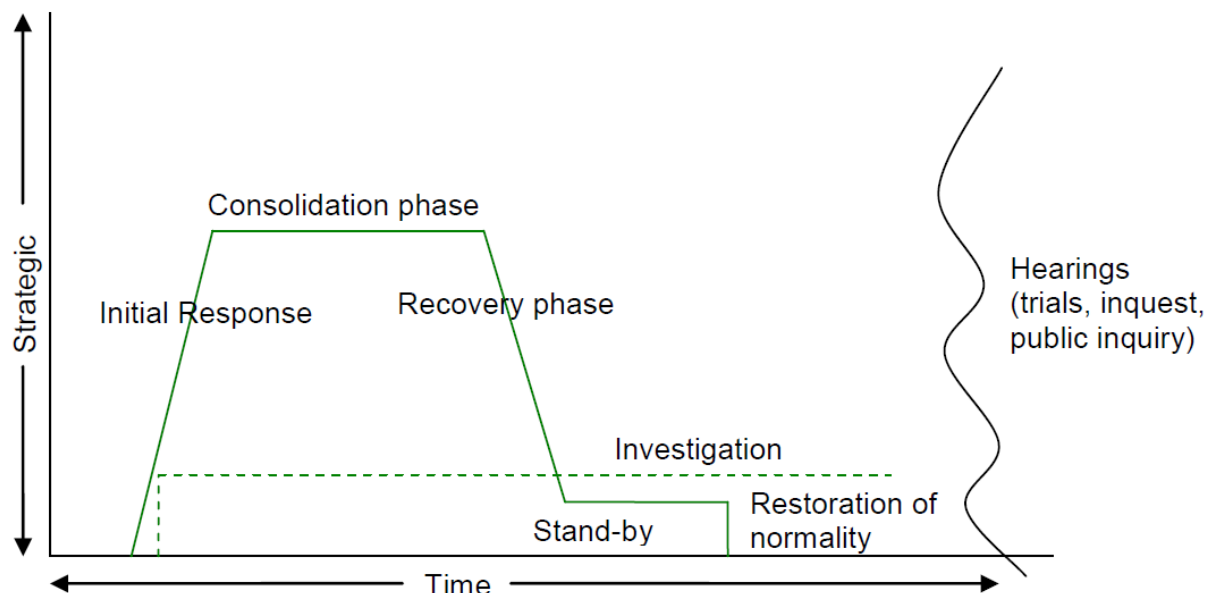
## 2.0 THE ROLE OF THE COUNCIL

### 2.1 Overview

The Council's role during a major emergency is seen as a support and coordination role. These include;

- Provision of Council services during emergency response and recovery and the maintenance of other essential but non-emergency services throughout.
- Co-ordination of local level emergency response and recovery.
- Provision of support, including, by agreement, staff, accommodation, equipment and expertise, to other organizations responding to an emergency situation.

To do so the Council must understand the different phases of emergency and understand its required commitments. The recognised phases of an emergency are *anticipation, assessment, prevention, preparation, response and recovery management*. The Council through its many functions and relationships has a major role in all of these phases. Figure 1 shows a model where the phases are sequenced discretely in time.



### 2.2 Preparedness

Anticipation, assessment, prevention and preparation are phases of preparedness identifying for potential risks, horizon scanning and emergency planning performed by LCCC and its multi-agency stakeholders. LCCC has created a formal Emergency Planning Implementation Group for the internal development of Civil Contingency arrangements. Externally LCCC actively develops multi-agency preparedness through the Eastern Emergency Preparedness Group. While Emergency Planning has been designated to the Environmental Services Department, it is recognized that Emergency Planning, Response and Recovery are corporate functions requiring participation from all departments.

## 2.3 During the Response Phase

Response encompasses the decisions and actions taken to deal with the immediate effects of an incident. It is the decisions and actions taken in accordance with the strategic, tactical and operational objectives defined by emergency responders. The Council recognises that in the immediate aftermath of most emergencies, the Emergency Services such as the Police, Ambulance, and Fire & Rescue Service will be involved in safe guarding life, preventing an escalation of the incident and criminal investigation.

The Emergency Services emergency command structures which may include the following three levels:

1. **Bronze – Operational Command - Responding agencies at the scene of the incident.**

Likely issues to be dealt with at Bronze are;

- Search and Rescue
- First Aid
- Specialist response
- Traffic/Evacuation Management

2. **Silver – Tactical Command - tactical coordinating group.**

Likely issues to be dealt with at Silver are;

- Interprets strategic direction
- Investigation of incident
- Coordination of activities and resources
- Casualty Information
- Media and communications

3. **Gold - Strategic Command – strategic coordinating group.**

Likely issues to be dealt with at Gold;

- Finances
- Public Enquiries
- Ministerial Briefings
- Sub Regional or Regional coordination
- Long term emergencies

It is important to note that not all emergencies necessitate these three levels of command.

The Council will co-operate with local Emergency Services, Health Services or Lead Government Departments during the response phase. During response phase the Council will have a supporting role and a nominated Council liaison will attend the relevant coordination group. The Council Emergency Co-ordination Centre may be used to provide multi-agency coordination during the response phase if required.

In the response phase, the Council may provide the following support at the request of other Agencies:

- The provision of **Council Buildings/Facilities** for use as support centers;
- The provision of **Council Services** such as undertaking clean-up operations.
- The provision of **expertise** such as Building Control or Environmental Health;
- The provision of **equipment** such as vehicles and tools;
- To provision of **personnel** to assist with general duties such as gathering/providing information and manual tasks where minimal training is required.

The Chief Executive and the Council's Emergency Management Team, will take the following into consideration in deciding what resources to deploy:

- Whether the resources will be of benefit to the overall emergency response and the affected community.
- Whether the use of Council facilities is best and most expedient option.
- Where another organisation has primary responsibility, whether the drain on the resources of that agency would be such that Council support would be essential.
- Whether staff would be sufficiently competent to carry out the function and/or whether their health and safety would be compromised.

There are also some instances where Emergency Services may not naturally take the lead in the response, for example in an incident such as flooding of residential property where lives are not at risk, or in many pollution incidents.

In instances where there is a multi-agency response to an emergency, but there is no clear lead organisation, the Chief Executive will make an assessment of whether the council will co-ordinate. Alternatively the Chief Executive may consider this role at the request of another agency.

## **2.4 During the Recovery Phase**

The recovery stage of a major incident commences as soon as the emergency has occurred. There may be long term issues to mitigate for individuals, communities, infrastructure, the environment, the economy, as well as ongoing inquiries and legal action.

In the recovery phase the aim of the services involved will be to support the community and help to restore normality as soon as possible. There will also be considerable public and media information needs which will have to be managed.

During this phase the Council's role will, where appropriate:

- Provide a forum to facilitate the co-ordination of services provided by other statutory and voluntary organisations (Multi-Agency Recovery Forum). The aim of this forum would be to provide a strategic overview of the management of the recovery and ensure there are no fundamental gaps between the services being made available and the requirements of the community.
- Provide Council buildings/facilities, services, expertise, equipment, and staff etc.
- Continuing to gather and disseminate information.
- Coordinating the provision of information (other than casualty information) to the public, e.g. by setting up advice lines or advice centres etc.
- Coordinating the provision of information to the media, through regular briefings, press conferences, news releases etc.
- Providing care and support (of a kind not covered by the statutory duties of other public bodies) for those most affected, e.g. leading in the provision of a memorial service or the erection of a permanent memorial etc.

The council maintains a recovery plan for the management of the recovery stage.

## **2.5 During the Review Phase**

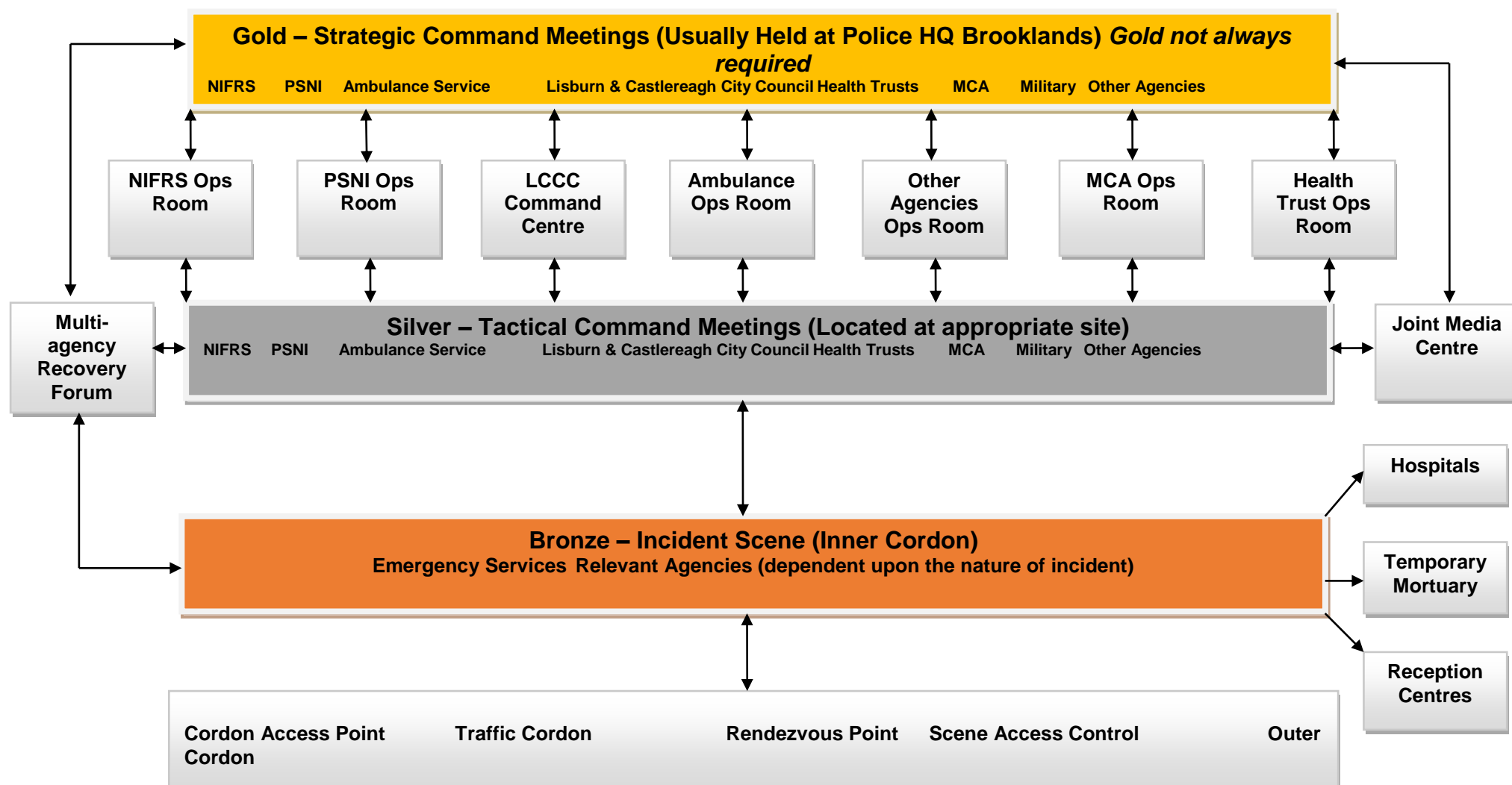
Following any major incident there is a need to review the incident to learn the lessons and make improvements to planning arrangements. This will be done through the use of structured debrief. It is essential that the Council hold an internal debrief at the earliest appropriate occasion while engaging in any multi-agency structured debrief that may occur. Debriefing should be honest and open and the results disseminated widely.

A comprehensive record should be kept of all events, decisions, reasoning behind key decisions and actions taken. These records will serve the Councils need for information should there be any formal inquiry and also support the learning process and allow lessons to be learnt.

The recovery phase of an emergency has complications due to the extended time-line and it potentially involves more stakeholders than the response phase. For most emergencies, it is appropriate to carry out a number of debriefs at different stages in the recovery, when certain 'recovery milestones' are achieved or a certain period of time has elapsed. It may be a number of months since the emergency until the first recovery debrief can take place, but there should be a continual process for debriefs throughout the recovery phase.



## 2.6 Multi-Agency Command & Control Structure



## **3.0 ACTIVATION PROCEDURE**

### **3.1 Activation Process**

To activate the Emergency Management Plan the Chief Executive or nominated deputy must receive information on the major incident and take the appropriate decision based on the facts at hand. Information sources can range from emergency services or public bodies requesting assistance, to elected members, staff or members of the public making the Council aware of an incident. The Council may also wish to activate the Emergency Management Plan as a proactive measure for a potential hazard.

**It essential that Emergency Services incorporate the Councils activation procedure into their own activation procedures.**

#### **To report an Emergency during office hours:**

**Monday to Friday 9am – 5pm, (excluding Public/Council holidays) Office hours  
Telephone number – 028 92509250 Ask for Chief Executive officer or in their absence the Duty Director.**

Please have the incident information ready.

#### **To report an emergency out of Hours:**

**Out of hours Emergency Telephone number - [REDACTED]**

The following details must be sought:

- Nature of the incident
- Location of incident
- Time of the incident
- Details of Whom and What is effected
- Initial assessment of severity of incident
- Details of current organisations dealing with the incident.
- Your identity
- Your contact Information
- Indication of lead organisation in the response stage.
- Location of where the response will be coordinated from. i.e. Tactical/Strategic Command
- Assistance that you require from Lisburn & Castlereagh City Council

To contact Lisburn & Castlereagh City Councils Emergency Planning Officer or Eastern Emergency Co-ordination Officer on a non-emergency related issue:

Lisburn & Castlereagh City Council Emergency Planning Officer  
Direct Line – 02890 494675, Mobile – [REDACTED]

Eastern Emergency Planning Coordinator  
Direct Line – 02890 494551, Mobile – [REDACTED]

### 3.2 Levels of Activation

Depending upon the incident stage, potential impact and Council resources required the following activation levels may apply:

a) **Alert:** To alert staff and members to raise their awareness of the potential risk. Raised awareness is the only action which is required by an alert; however it would be a good opportunity to check resources, staffing and business continuity provisions. The period of the alert should be clearly defined at the outset. It should also be agreed at the outset who needs to be on alert. People should not be left on alert indefinitely. When the period of heightened risk is over the person who declared the alert should also stand it down. A severe weather warning are useful alerts.

b) **Standby:** This is where there is a high degree of certainty that an emergency response will be required at some stage over a defined period. Actions required are setting up, preparing and making ready the necessary function. Physical provisions should be put in place. Agreements should be made with key staff about their availability for emergency call-out over the stand-by period. Examples are setting up a leisure centre as an Emergency Support Centre or setting up the ECC.

c) **Pre-Activation:** This means full activation in advance of an emergency occurring. It is only useful when there is almost complete certainty that an emergency will occur within a defined time period. Physical provisions should be set up and with the necessary staff to provide the required emergency function.

d) **Immediate Activation:** An actual emergency has occurred and an emergency response is required, for example open a leisure centre to receive survivors from a traumatic event. During working hours it will be necessary to redeploy staff. Out of hours it will be necessary to call staff in from home.

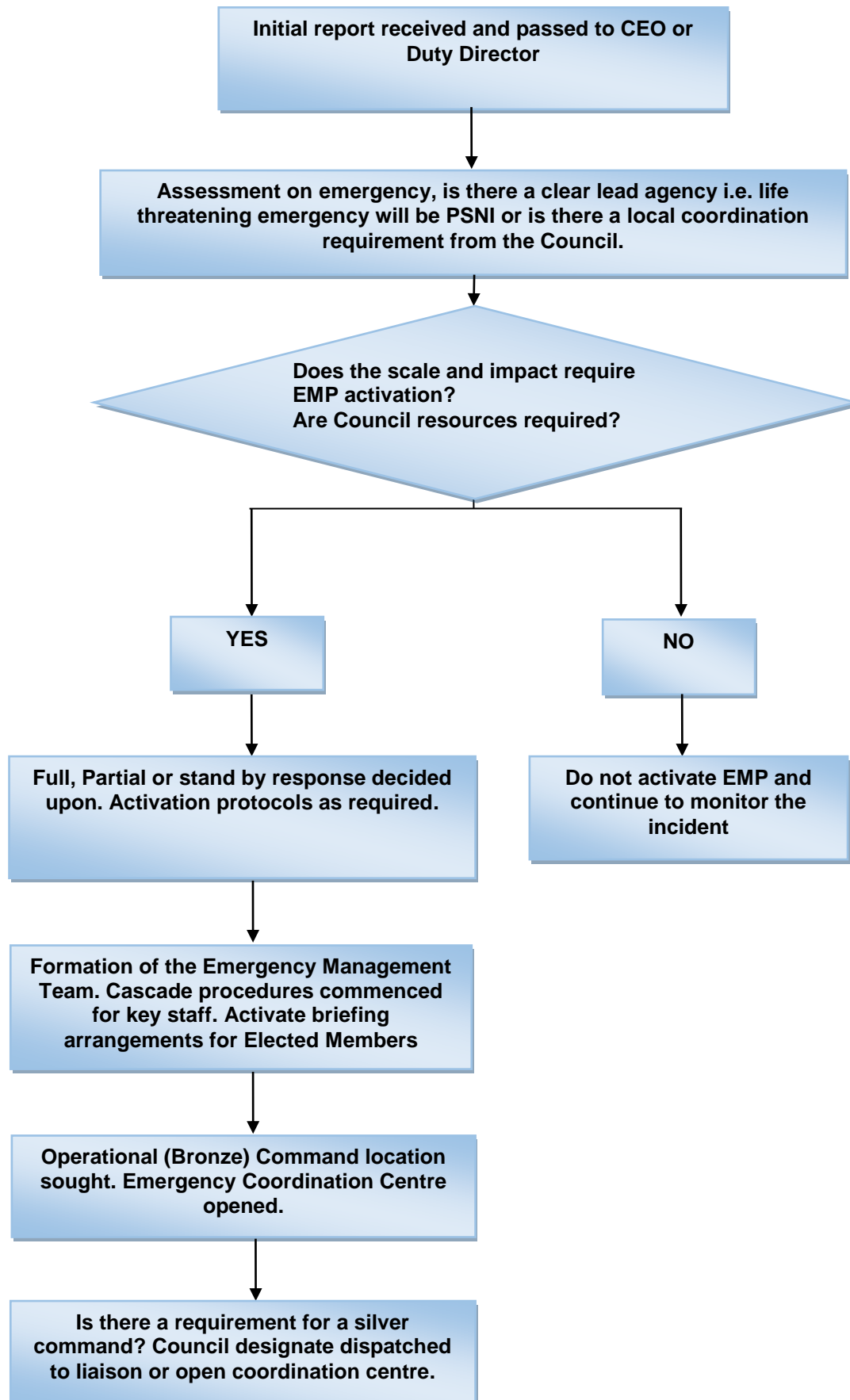
e) **Stand-down:** All of the above levels of activation must be stood down by direct communication from the person who called the alert or by the Chief Executive.

### 3.3 The Decision Process to Activate the Council Emergency Management Plan

It is important to remember the Council is not an emergency service and takes time to mobilise its resources, especially out of business hours. This consideration must be made when deciding what action to take on receipt of a potential/major incident. When the Chief Executive or Incident Director / Head of Service is informed of an emergency incident they will:

- Make contact with and obtain sufficient information from source of information / lead agency.
- Monitor the incident and place the Council's Emergency Management Team (EMT) / support staff on alert.
- Decide whether or not to fully activate the Council Emergency Management Plan or instigate a lower activation level.
- Conclude that it is not necessary for the Council to take any action in response to the emergency.

### 3.4 Activation Flow Diagram



### 3.5 Declaration of an Emergency

Upon activation the Council emergency plan, the Council must inform its partner agencies it has activated its emergency plan. Contact arrangements can be found in the emergency contacts directory. Through these contact arrangements the Council and its agency partners can commence building shared situational awareness of the incident. Emergency services use the Joint Emergency Service Interoperability Program (JESIP) and METHANE. The METHANE model is an established reporting framework for responders to share major incident information:-

<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>

The Council must inform the elected members of the activation of the emergency plan and instigate its communication procedures to ensure members are kept abreast of the ongoing incident.

The Department for Communities must be made aware of any Council emergency activation. Contact can be made via the DfC out of hours contact list in the emergency contacts directory.

## **4.0 THE RESPONSE PHASE**

### **4.1 Response Phase**

The response phase is dealing with the immediate effects of the emergency. For further information, refer to the EPG First Responders Framework. In short, the immediate effects of an emergency fall into two categories, direct and indirect.

Direct Effects of an Emergency:

- Loss of life
- Physical injury
- Risk to health, safety and welfare
- Physical damage to property
- Environmental Damage.

The Emergency Services and/or Lead Government Department will make command and control type decisions to respond to these direct effects. The Council has little statutory responsibility but can play a co-ordinating or support role. The Council should not take a lead role in dealing with the immediate direct effects of an emergency where there is a risk to life.

Indirect Effects of an Emergency:

- Irrational public response
- Panic buying
- Media frenzy
- Reputation damage (e.g. to the City or Council)
- Disruption/overload of communication networks
- Gridlock of city traffic
- Disruption of essential utilities (electricity, gas, water)
- Indirect effects of health and wellbeing

The Council has a key role in identifying and mitigating these immediate indirect effects on the residents, workers and visitors to the city.

#### **Information Management in Response Support Phase**

Early in the response phase there will be a high degree of uncertainty in information. There may well be a bombardment of incoming messages and reliable information. It is very unlikely that such information bombardment could be managed from the everyday office and much less from home. The Council has developed an Emergency Coordination Centre (ECC) for the management of this information. The Chief Executive or Incident Director / Head of Service, Emergency Planning Officer (EPO), and Corporate Communications Staff should relocate to the ECC for the duration of the response phase.

### **4.2 Roles & Responsibilities**

#### **4.2.1 Chief Executive**

The Council's Chief Executive is the Strategic Head of the Council's response, whether that level of decision making is required or not. The Chief Executive should be informed immediately about all declared emergencies. The Chief Executive will designate themselves or a Director or Head of Service to act as an Incident Manager or in cases of a large or serious incident; call together the Emergency Management Team.

#### **4.2.2 The Incident Director/Head of Service**

The first Director or Head of Service who becomes aware of an emergency should be prepared to act as 'Incident Manager' until an Incident Manager is designated by the Chief Executive. When two or more such officers are involved they should agree who takes on the role of Incident Manager. This is a continuous role until the Emergency Services declare that the response has ended. Therefore at the outset a rota will be created to cover the Incident Manager role during the emergency.

#### **4.2.3 Emergency Planning Officer**

The Emergency Planning Officer (EPO) will provide advice and expertise to the Chief Executive, Incident Manager and EMT during the incident.

#### **4.2.4 The Emergency Management Team**

Once the Chief Executive/Duty Director has decided to activate the Emergency Management Plan, if the emergency is of a significant nature, the Emergency Management Team will be convened to assist in managing the Council's response to the incident.

The Council's Emergency Management Team will therefore be primarily made up of:

- **Chief Executive (Chair) (or nominated deputy)**
- **Director of Support Services (or nominated deputy)**
- **Director of Service Transformation (or nominated deputy)**
- **Director of Regulatory Services (or nominated deputy)**
- **Director of Non-Regulatory Services (or nominated deputy)**

Supported by the Emergency Planning Officer; the Eastern Emergency Planning Coordinator and any required officer.

#### **4.2.5 The EMT's Key Responsibilities are:**

- To agree a level of support and assistance which Council should provide in the response phase in conjunction with other organizations, protocols and MOU's in existence;
- To assess the need for and activate multi-agency coordination of local emergencies;
- To implement timely information provision to elected members;
- To brief and organize relevant Heads of Services and key staff on what facilities need to be provided and/or which staff need to be mobilized;
- To obtain and assess regular reports on the progress of the response.
- To coordinate a multi-agency recovery forum;
- To make arrangements to ensure the normal business of the Council continues – particularly when the incident is likely to become protracted;
- To provide information to relevant staff on the emergency and the Council's response. Each member of the EMT will arrange for their own staff to be contacted and, if necessary, advised to report to Council headquarters or an appropriate alternative location;

- To ensure staff health, safety and welfare needs are met both during and after the incident;
- To ensure that all key decisions and actions by the team and their staff are logged;

#### **4.2.6 The EMT's Main Focus should be:**

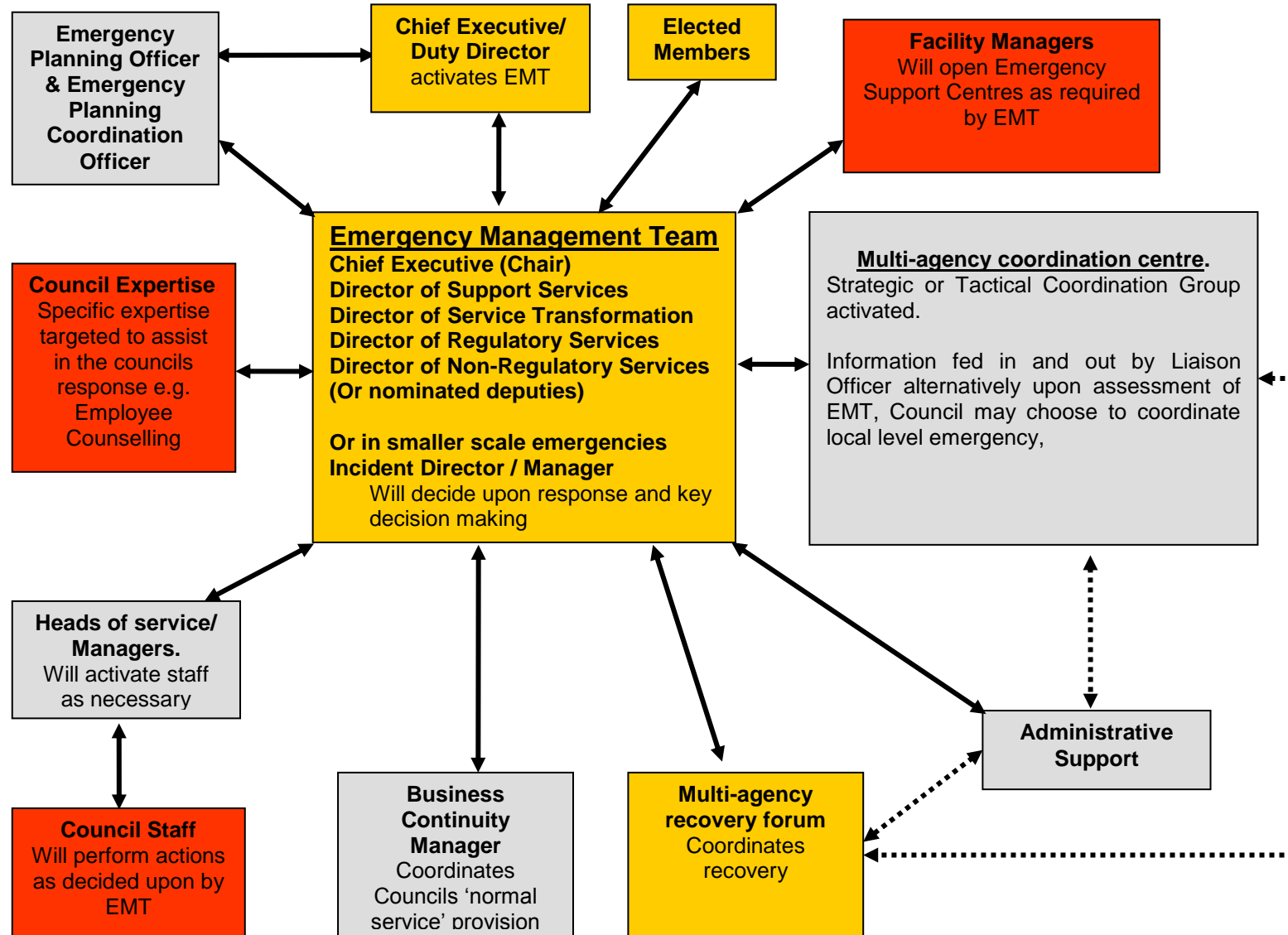
- The health, safety and welfare of Council staff;
- The need for Council led coordination.
- The allocation of premises for use in the event of an emergency (*Emergency Support Centre Plan*)
- The timely provision of information to Elected Members
- The allocation of appropriate personnel and welfare arrangements to support them.
- The allocation of appropriate resources and equipment.
- The continuation of the Council's essential services (*Business Continuity Plan*).
- The development of a multi-agency Recovery Forum (*Recovery Plan*)

The EMT will be supported by key officers and staff as deemed appropriate to the emergency response. Members of the EMT are also required to have nominated deputies to ensure continuity in their absence.

**Callout Cascade** - Each member of the Council's Emergency Management Team will keep and maintain contact details of their staff within their associated departments. Where required they will liaise with their staff as required, and if necessary ask them to report to the Council's Emergency Control Centre, Rest Centre or any other facility/location as required.



#### 4.2.7 Emergency Management Team Structure



#### **4.2.8 Chief Executive or the Incident Director / Head of Service.**

Once a decision is made to activate the Emergency Management Plan, the Chief Executive or the Incident Director / Head of Service;

- Make Contact with the Council's Emergency Planning Officer and/or Eastern Emergency Planning Coordinator.
- Record all communications and events as a running incident log
- Choose to activate the Emergency Coordination Centre
- Brief the EMT on the information available about the emergency.
- Ensure the Mayor and appropriate elected members are kept informed through a process of regular updates.
- Lead the EMT in making decisions about the Council's response.
- Ensure clear and regular channels of communication with the Police Incident Officer; lead agency (other than PSNI) and with the other responding agencies.
- Identify Council's role and areas where Council assistance may be required.
- Authorize the deployment of Council resources and ensure expenditure is tracked.
- Attend or nominate a deputy to attend meetings of any Strategic / Tactical Co-ordination Group, or other relevant briefings relating to the incident.
- Where there is no one clear lead organization in the response phase, the Chief Executive or Incident Director / Manager will assess whether it would be appropriate for the Council to facilitate the coordination of services and, if so, will convene a forum consisting of representatives of the responding agencies.
- Act as the Council's key spokesperson (or delegate this role to the Communications Officer) to ensure that the Council's media handling approach is in line with that of the Police or other lead organization; where appropriate ensuring that joint statements are issued to the media on behalf of all agencies.
- Monitor the scale of the emergency and where it is or has the potential to affect other Council areas, liaise with the appropriate Council Chief Executives.
- When the incident moves from response to recovery, decide whether it would be beneficial to facilitate the coordination of services, utilities or activate the Council's Recovery Plan.
- Upon activation of the Council's Emergency Plan, provide reports to the appropriate Lead Government Department, the Civil Contingencies Policy Branch, the DfC Local Government Division and relevant ministers.
- Ensure that all interested parties are advised when the Council's response is being stood down.
- Ensure the Media are accommodated and given regular updates through the Communications officer.
- Ensure staff welfare needs are considered and they are given appropriate information if involved in the emergency ensuring they do not work for long periods of time and have access to support services.
- Consider calling a special meeting of Council especially where the response is likely to continue over several days. The purpose of which should be to further brief Councillor's and to discuss, agree and authorise on-going expenditure.

- Consider setting up an Advice Centre. This should be in a centralized location and so situated that it will not affect the running of the Council's Emergency Coordination Centre. The Advice Centre may simply be a reception area or a designated room within the nominated Emergency support/Rest Centre. Chief Executive or the Incident Director / Head of Service should arrange for appropriate organizations in the Emergency Communications Directory (see Appendix 4) to be contacted to request their representation at this Centre. A telephone number will be issued for the Advice Centre as soon as appropriate following agreement with other responding agencies.
- Assess and deliver memorial services as deemed appropriate.

#### **4.2.9 Emergency Coordination Centre Manager**

The Chief Executive or the Incident Director / Head of Service will nominate an appropriately experienced/trained Council officer to manage the Council's Emergency Coordination Centre, which will be set up in accordance with appendix 7 Emergency Coordination Standard Operating Procedures. The expected period of time the Control centre will be activated for must be decided upon by the EMT and appropriate staff resourced to staff the centre over this period.

The Emergency Control Room Officers role will include the following:

- Arrange for the Chief Executive or the Incident Director / Head of Service and necessary support staff to go to the Emergency Control Centre.
- Assist the IT Manager/ Facilities Manager with setting up the Emergency Control Centre.
- Ensure the Chief Executive or the Incident Director / Head of Service log their decisions and actions.
- Assist in monitoring the incident and the response provided.
- Ensure that effective lines of communication are established and maintained with other responding agencies.
- Liaise with the Eastern Emergency Planning Co-coordinator at regular intervals throughout the response and recovery phases of the emergency.
- Liaise with Centre Managers/key-holders to ensure timely opening and sufficient resourcing of designated Emergency Support/Rest Centres.
- Act as the Multi Agency Representative if required.
- Assist with the organisation of a full debrief after the recovery phase is completed and ensure that any necessary amendments to the Emergency Plan are made.
- Assist the Chief Executive or the Incident Director / Head of Service with the provision of a report on the Council's response to the incident.

#### **4.2.10 Liaison Officer (Strategic / Tactical Coordination Group)**

Where required the Chief Executive or the Incident Director / Head of Service will appoint a Liaison Officer to liaise with the 'Lead Organisation' or represent the Council on a Strategic / Tactical Coordination Group. This function will not be required when the Council is coordinating or leading the emergency. The role should focus on the following:

- Record all communications as a running incident log

- Attending the Emergency Services Strategic / Tactical Coordination Group in order to identify the current and potential issues for each agency.
- Compiling a register of all losses to the community including housing, roads, services, amenities.
- Communicating the above information to the Chief Executive or the Incident Director / Head of Service.
- Reporting back to the Chief Executive or the Incident Director / Head of Service on time frame for stand down Emergency Services' response.

#### **4.2.11 Forward Operations Officer (At the scene of the incident)**

Where required the Chief Executive or the Incident Director / Head of Service will appoint an Operations Officer to attend the scene of the incident (Operational/Bronze Command). The Operations Officer will report to the lead agency at the forward control point and will coordinate the Councils response at the scene.

The Operations Officer should;

- Record all communications as a running incident log
- Attend multi-agency briefing and gather up to date situation reports.
- Evaluate the needs of specialist council resource/expertise.
- Identify PPE requirements.
- Manage all Council employees at the scene.
- Report all information back to either the Liaison Officer or the EMT
- Log all decision making/information provision.

Where there are multiple locations then a Forward Operations Officer will be nominated for each.

#### **4.2.12 Business Continuity Manager**

If the emergency has had an impact on the Council's ability to carry out its normal operation then the Chief Executive or the Incident Director / Head of Service will appoint an Officer to act as Business Continuity Manager. The Business Continuity Manager using the Council Business Continuity Plan as reference will focus on the following;

- Record all communications as a running incident log
- To manage all/or part of the Council's activation of its Business Continuity Plan
- The extent of involvement of the Council in the emergency response.
- The continuing demand for Council support by responding organizations and the priority of this work.
- The impact to the public if a service must be cancelled or reduced.
- Public demand for certain Council services.
- The amount of damage incurred by the Council as a result of the major incident.
- The need for implementing any Mutual Aid Agreements between neighboring Councils regarding the continuity of normal service.
- Regular liaison with Council's Senior Management Team to agree an action plan to maintain essential services and, if possible, other normal business services.

#### **4.2.13      Communications Officer**

This role is required in all phases of an emergency due to the value and importance of communication and media management. The media should be viewed as a valuable asset during a Major Incident, with a network and resources to assist the Council in warning and informing the community. The Communications Officer will be appointed by the Chief Executive or the Incident Director / Head of Service to focus on keeping the media and public advised of the incident. The Communications Officer, with the approval of the Chief Executive and in accordance with the Council Media Management Plan, will:

- Record all communications as a running incident log
- Contact the Lead Organisation, the Executive Information Service and as many media contacts as are appropriate to confirm accurate and up-to-date details of the incident.
- Coordinate all media statements through the Lead Organisations communications Department.
- Identify:
  - level of media interest and direct contact numbers for the media;
  - any information which may be beneficial to the public, e.g. helpline telephone numbers, advice centre contact details;
  - whether Council can help with relaying information to the local population;
  - for how long the media briefing centre will be used;
  - will be possible to use the media briefing centre during the recovery phase? If not, identify if an alternative media briefing centre should be set up by Lisburn & Castlereagh City Council;
- Give any media briefing centre:
  - his/her name as primary point of contact for Lisburn & Castlereagh City Council;
  - the contact number reference the Council's designated media hotline;
  - any information which the EMT believes the wider public requires;
- With the approval of the Chief Executive or Incident Director / Head of service and in coordination with the Lead Organizations Media , he/she will brief the following organizations as often as circumstances dictate:
  - the Media;
  - Department for Communities;
  - neighboring Councils;
  - the public;
- When there is a requirement to give information to the public consider the following:
  - How urgently does the information need to be given?
  - Which sectors of the community actually need the information?
  - Do affected members of the public currently have electricity or television reception?
  - Does the information need to be standardised across all Councils?
  - Is the information of a sensitive nature?

- How to target those with communication difficulties, e.g. hard of hearing, visually impaired and non-English speaking?
- Decide on how best to relay the information to the public. Options of how information may be communicated include:
  - the Police
  - the Executive Information Service / NI Direct
  - PA system, volunteers, or community groups
  - direct press statement to a level of media which will reach those affected in the required time
  - Internet / Council Website
  - Social media.

#### **4.2.14 Finance Officer**

The Chief Executive or the Incident Director / Head of Service will nominate an appropriately experienced Council Officer to track and record all expenditure in relation to the major incident. This will include allocation of an emergency cost code to charge against in respect of the incident). Any questions regarding the apportionment of costs incurred during an emergency should not impede action in responding to particular situations but should be resolved after the event. Where appropriate expenditure should be claimed back through government provided schemes.

#### **4.2.15 Human Resources Officer**

The Chief Executive or the Incident Director / Head of Service will nominate a Human Resources Officer to coordinate the support and ongoing tasking of staff to the emergency. The Human Resources Officer will:

Upon receipt of a call from the Emergency Response Centre about a Major Incident:

- Attend the Emergency Coordination Centre for briefings
- Liaise with the Emergency Coordination Centre's Manager to assist with relief arrangements and meal breaks.
- Coordinate the Emergency Volunteer Register tasking arrangements for providing additional staff.
- Advise the Chief Executive or Incident Director / Head of Service on all welfare matters affecting Council employees and liaise
- Ensure that a log of the Council's employee date and time of work commencement is being recorded and reviewed as appropriate
- Ensure that staff receives appropriate counselling where Appropriate

#### **4.2.16 All Staff**

During an emergency incident any staff or Council function may be required to perform a role in response. The Council reserves the right to call upon staff to perform this function. It must be highlighted that a strategic aim of the Council's Emergency Plan is the ongoing health, safety and wellbeing of staff during and after an incident. Staff during response:

- (a) Will not approach the scene of an incident unless requested/permitted to do so by the Council's Chief Executive or the Incident Director / Head of Service.

- (b) Carry out any task relating to the scene of a major incident until the completion of a preliminary health and safety assessment by their supervisor. In the first instance this may be a verbal report but a written report must also be made as soon as reasonably practicable. The supervisor must consult with the Council's Emergency Management Team.
- (c) Must report any impacts upon Council service to the Emergency Management Team in a timely manner.

#### **4.2.17 Volunteer Register**

The Council operates an emergency volunteer register to enable staff to volunteer to assist in emergencies. The register is maintained by Human Resources and will be utilized as and when required.

### **4.3 Emergency Coordination Centre**

The purpose of the Emergency Coordination Centre is to provide an environment where information and decisions can be managed enabling a structured response to an emergency. The coordination centre has been equipped with communication and display equipment to assist in this process.

The Emergency Coordination Centre for Lisburn & Castlereagh City Council may be activated in response to a major incident occurring, in preparation for a potential incident occurring, response to a business continuity impact or to act as the Council tactical / strategic command for event management.

Lisburn & Castlereagh City Council has identified two locations to act as a Coordination centre location if required:

[REDACTED]

[REDACTED]

The decision to activate of the Emergency Coordination Centre will be made by the Council's Chief Executive or the Incident Director / Head of Service with the potential for one or both centres to be opened.

## **5.0 STAND DOWN OF THE EMERGENCY RESPONSE**

### **5.1 Stand Down**

The Liaison officer who attends the Tactical Coordination Group will advise the Chief Executive or the Incident Director / Head of Service when the Lead Organization and/or Emergency Services are going to stand down their response and move into recovery. The Chief Executive or the Incident Director / Head of Service will then become responsible for:

- Standing down the Council's Emergency Plan at the appropriate time on consideration of the above information or coordinate the multi-agency recovery forum.
- Informing the EMT who will each inform their respective departmental staff.
- Standing down the EMT when appropriate.
- Informing neighboring Councils, the EPCO and Department for Communities as soon as possible after stand down.
- Attending any multi-agency debrief meeting.
- Setting up a debrief session with the EMT and other internal responders.
- Ensuring that all agencies involved in the emergency response are informed of Council's decision to stand down.
- Ensuring that the decision to stand down and informing of all participants is recorded.
- Collecting and storing of all documentation relating the response phase of the emergency.

### **5.2 Handover to Recovery Phase**

It is necessary to define the point when the emergency moves from the response to the recovery phase and subsequently leadership of the main responding agency to the leadership of the main recovery agency. Cost and cost recovery is one of the things that should be clarified at the handover point. Therefore it is important to fully review the ongoing costs at this stage. Of special interest should be the costs of voluntary groups and any Military Aid to the Civil Community (MACC). It is essential that during the handover point, those agencies who continue to have a role in recovery continue to support the recovery phase.



## **6.0 RECOVERY PHASE**

### **6.1 Recovery Phase**

Recovery is defined as the process of restoring and rebuilding the community in the aftermath of an emergency/major incident. Recovery of individuals and communities is a long-term complex process requiring a multi-agency approach. The management of recovery is best looked at from a community development perspective and is most effective when conducted at the local level with the active participation of the affected community. Recovery will allow for liaison with other organisations, participation in joint ventures and working with individual communities affected determining needs and wishes.

The Council recognizes that it has a major role within the recovery phase of an emergency. This may come in the form of one its statutory role in clean up or to help assist and support its local residents humanitarian needs. To be effective recovery planning needs to start on day one of any major emergency. The Council and its Emergency Preparedness Group stakeholders have developed the Eastern Emergency PG Recovery Plan. The Recovery Plan addresses issues such as:

- An Impact Assessment (covering impacts on residents, businesses, infrastructure, environment, etc) is carried out as soon as possible and is regularly updated
- Handover criteria are developed and agreed as early as possible between the organisation coordinating the response phase (often the PSNI) and the organisation coordinating the recovery phase.
- Set up a Multi-Agency Recovery Forum to manage the recovery phase.
- A concise, balanced, affordable recovery action plan is developed that can be quickly implemented, involves all agencies and fits the needs of the emergency
- Catalogue and retain in a safe and secure area all original records, communication logs, and notes relating to the major incident.
- Arrange a debrief as soon as is practical following stand down of the Response Phase.

### **6.2 Role of the Recovery Director/Manager**

In a large emergency with significant recovery issues the Chief Executive will designate a Recovery Director / Manager at the earliest appropriate point. The Recovery Director/Manager will coordinate the recovery phase in accordance with the EPG Recovery Plan. Preliminary actions may include the following:-

- An Impact Assessment (covering impacts on residents, businesses, infrastructure, environment, etc) is carried out as soon as possible and updated regularly.
- Determination of which agency will be responsible for the co-ordination of recovery, i.e. the Council, a Northern Ireland lead Department or Civil Contingencies Group NI.
- The establishment of a target date and time when the co-ordination of recovery takes over from the response
- Which costs will transfer along with the co-ordination role
- Identifying financial aid/assistance available from Northern Ireland Departments and/or the NI Executive, coordinating public donations.
- What rules will apply to the spending of such funds
- Seek membership of the Multi-agency Recovery Forum

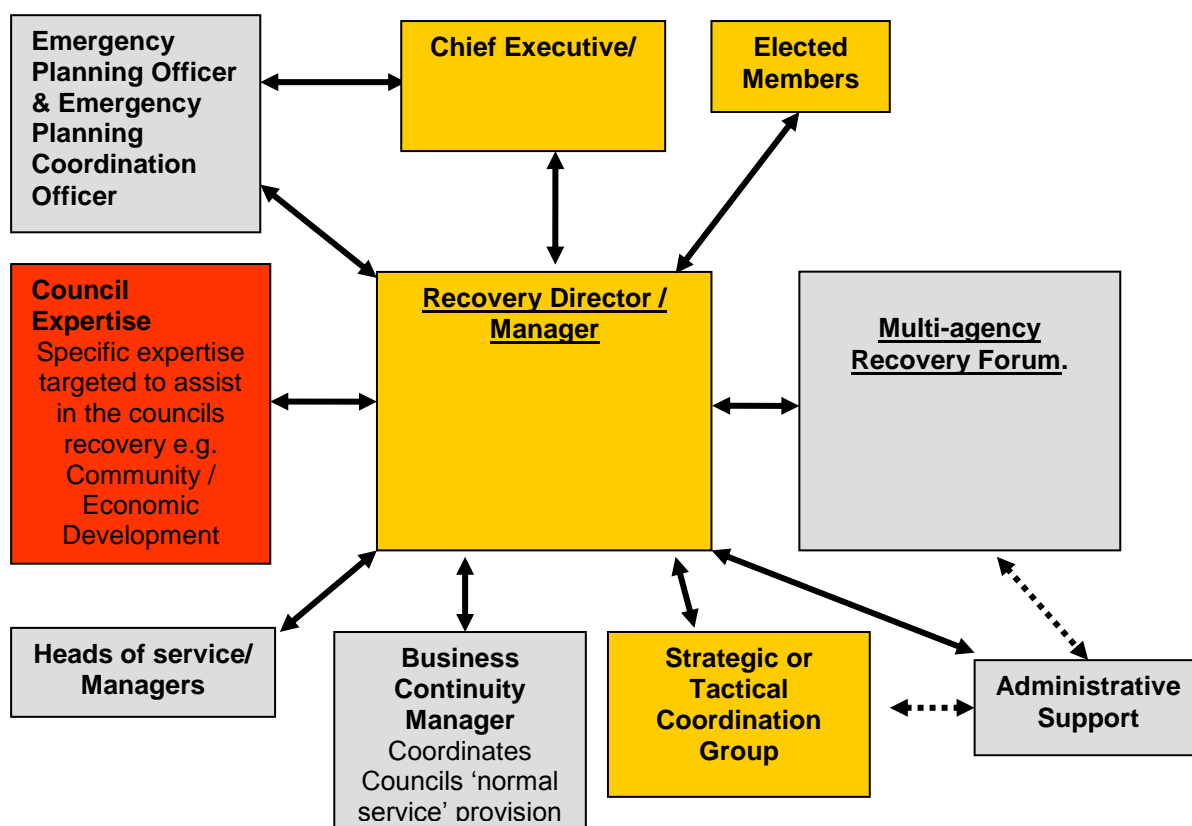
- Seek Membership of the Business Recovery Sub-group
- Seek Membership of the Community Support Recovery Sub-group
- Seek membership of the Infrastructure Sub-group

### 6.3 Multiagency Recovery Forum

The multi-agency recovery forum (MARF) will be created to coordinate the recovery of a major incident. Where the Council is the lead agency in recovery the nominated Recovery Director/Manager will chair the MARF. The roles and responsibilities of the MARF are set out in the EPG Recovery Plan. At an early stage agreement from all stakeholders on the chairing arrangements of the MARF; Business recovery Sub-group; Community Support recovery Sub-group & Infrastructure recovery Sub-group.

### 6.4 Council Structure

While the Council emergency response structure may continue to run side by side with the MARF or stood down. The continued support will still be required to support the Recovery Director/Manager. Recovery is likely to be pro-longed event and will take significant resource and expertise to feed into the strategy.



## **7.0 ELECTED MEMBERS**

### **7.1 General Role**

Elected members have a vital role of civic leadership in their local communities. The Mayor has a wider civic role for the whole of the Council area. These roles permit communication routes between the community and the Council during emergency incidents. They may also be aware of the vulnerabilities of the community they represent and provide valuable information while being a source of reassurance.

Prior to emergencies elected members are encouraged to familiarize themselves with the Council emergency plan and attend training sessions/exercises designed to familiarize and improve the response and recovery to emergencies. Elected members are requested to raise where appropriate the prospect of community resilience within their local communities. Community resilience assists communities develop self-help planning arrangements that assist in mitigation of emergencies. Further details can be sought from the emergency planning officer.

The Emergency Management Team will endeavor to inform elected members of an emergency incident within their constituency. A process for regular briefing of the emergency incident will be instigated by the emergency management team. Elected members will often be sought out to provide media statements during an incident and potential misinformation can exacerbate the emergency. Elected Members are encouraged to access up to date information through the emergency management team or the Media & Communications department prior to performing interviews.

During Emergencies elected members are reminded of the Council strategic aim of ensuring the health & safety of its employees; this also includes elected members. Care must be taken if entering the emergency zone, taking direction from the emergency services at the scene and not placing yourselves at risk.

After a large emergency Councillors have a key role in helping the city and community decide how they want to get lives, communities, and businesses back to normal (The Recovery Phase). Councillors also have an important role in lobbying higher levels of government for the necessary funding for restoration and redevelopment. Other important aspects which require political leadership are memorials and anniversaries.

### **7.2 Responsibilities of Elected Members**

Councillors are asked to:

- Be aware of the Council's Emergency Plan;
- Be aware of the Council's Emergency Management Structure including the central roles of the Incident Manager, The Chief Executive and the Mayor;
- Be aware that work of other agencies may be sensitive during an emergency and that this may be undertaken in the Emergency Coordination Centre;
- Inform the Emergency Services and the Council Emergency Planning Officer (EPO) if they become aware of a situation which could lead to a civil emergency or disruption to council services;
- Provide Member Services with up-to-date contact details for the emergency contact arrangements;

- Attempt to make contact with constituents in their area who are affected. This should be in person where possible as the visible presence of Councillors can bring assurance to people who are affected. When a personal appearance is not possible in an emergency Councillors could consider making telephone contact with their office or other Councillors in the area.
- Contact the EPO, Chief Executive or Incident Manager for up-to-date and accurate information when preparing for a media interview in an emergency situation
- Stay in contact with the EPO or Incident Manager and where possible liaise with Emergency Services, Utility companies and Lead Government Agencies through this route. In large emergencies the EPO and Incident Manager will be working from the Emergency Co-ordination Centre.
- Liaise as appropriate with their own party, MLAs, Executive Ministers and MPs to gain information, to inform or to lobby for support.
- Be aware of the sensitivities of the emergency, especially if inviting MLAs, Executive Ministers or MPs to visit Council premises which are involved in the emergency, (for example a community or leisure centre where people are sheltering). Councillors will be aware that such visits are often accompanied by television cameras and how this may impinge on the sensitive and confidential nature of an emergency response. Councillors are advised to seek the support of the EPO, Chief Executive or Incident Manager to facilitate such visits. Other agency personnel such as the Police or Health & Social Care Trust may be working with the Council in our premises and they should also be consulted regarding such visits.

### **7.3 Elected Members and the Media**

In emergencies the need and opportunity will arise for Elected Members to speak to the media. Elected Members will be aware that confusion and misinformation can greatly exacerbate any emergency situation. When preparing for an interview in an emergency situation Councillors are encouraged to contact the Emergency Planning Officer, Chief Executive, or the Incident Director / Manager via the Emergency Coordination Centre (if activated) for up-to-date information. Every effort will be made to keep Councillors informed using the emergency text facility.

When the Emergency Coordination Centre is activated a dedicated Councillor number will be made available on which Councillors will be given priority. It is important that Councillors do not give this number to the public or the media.

When an emergency is serious or affects the whole city it is a good idea to have a single spokesperson. The civic leadership role of the Mayor can most readily be used in this case to support the community. In other cases where technical expertise is required, a Council Director may act as emergency spokesperson.

Councillors are asked to be aware of the role of Emergency Support Centres and that the occupants may be distressed and extremely vulnerable. When Councillors wish to visit an Emergency Support Centre, especially when they want the news media to accompany them, then they are asked to liaise with the EPO, Chief Executive or Incident Director / Manager to make arrangements.

## **7.4 The Role of the Mayor in Emergencies**

The Mayor has an important civic role for the entire city. This role can bring comfort and leadership to distressed citizens and can by showing empathy and perhaps sympathy, raise the profile of the emergency in an appropriate way with the Media. The Mayor is encouraged where possible to act as the Council's emergency spokesperson.

The Mayor is asked to not inadvertently give out information and advice which is contrary to that given by the Emergency Services or the Lead Government Agency thus causing increasing confusion. He/she is asked to work closely with the Chief Executive, the Incident Director / Manager and the Head of Marketing & Communications Section to ensure that public messages are accurate, up-to-date and in the public interest.

In this regard the Mayor can be kept up-to-date by attending the ECC briefing room for situation reports.

## **7.5 Communications to Elected Members in Emergencies**

The Emergency Planning Officer (EPO) and EMT will endeavour as part of the activation process to alert Elected Members to an emergency happening within their electoral area. This will initially be in the form of an emergency text to the applicable members where the emergency is effecting their ward e.g. a localised security alert or to all members where a Council wide emergency is occurring e.g. flooding. Members may note where the Council is experiencing a significant business continuity impact e.g. IT/communications failure, the text system may also be used to inform them of this.

In a prolonged emergency regular update briefings will be made to Elected Members via email. When the Emergency Coordination Centre is activated Councillors will be given a priority telephone number for their use. Councillors are asked not to release the Councillor Priority number and the Emergency Planning Officer's number to the public or Media otherwise these numbers may become unmanageable. Other Call Centre type numbers will be made available for the public to use and Councillors will be advised of these and are asked to direct the public to them.

During an emergency all Council staff including Message Handlers and Information Managers will treat enquiries from Councillors, MLAs and MPs as a high priority. Such enquiries will be directed to the Incident Manager as quickly as possible.

## **7.6 Designated Role for Elected Member Liaison**

During a large emergency the Chief Executive or Incident Director / Manager may designate a manager to liaise solely with Councillors in relation to the emergency. Their responsibilities will include updating Councillors and supporting their visits to the ECC and Emergency Support Centres. Where possible the Councillor Liaison role will be covered by an officer from Member Services.

## **8.0 EMERGENCIES IN OTHER COUNCIL AREAS**

### **8.1 Local Government Mutual Aid Protocol**

A Mutual Aid Protocol has been developed for use between Councils in widespread emergencies or where the resources of one Council are disrupted or overwhelmed. Therefore it applies to both internal and external emergencies. The Protocol details the roles of the Chief Executive and 'Authorised Persons' in sharing staff and plant and equipment across Councils. Costs for staff supplied from other Councils may be recoverable through the Scheme for Emergency Financial Assistance.

### **8.2 Liaison Arrangements**

In line with the Local Government MOU, upon notification of an emergency in a neighboring Council, the Chief Executive or Incident Director / Manager will set up a mechanism for 24 hour liaison, and will provide:

- A direct landline telephone number for his/her office, home or Council Emergency Control Centre as appropriate.
- The number for a mobile phone which has Mobile Telecommunications Privileged Access Scheme (MTPAS) facility if available.
- A designated fax number.

### **8.3 Assessment and Recording**

The Chief Executive or Incident Director / Manager will assess and record:

- Whether there is actual cross-boundary involvement.
- The risk of the emergency spreading into his/her Council area.
- The consequences to his/her Council area.
- Estimate the long-term social and economic effects of the emergency to the whole area including his/her Council district.
- Whether aid is required.
- The number of neighboring Councils who have activated an Emergency Plan.
- The level of media interest.
- The level of interest from the Public.

From the above, Chief Executive or Incident Director / Manager will decide whether or not to:

- Establish emergency liaison with the neighboring Councils.
- Place Council resources on standby.
- Activate Lisburn & Castlereagh City Council's Emergency Plan.

### **8.4 Sub-Regional Emergency Coordination**

In situations where more than one Council has activated its Emergency Plan the Sub-Regional Escalation Plan/protocol will be activated and one Council nominated to take a lead role in the response.

The Chief Executive or Incident Director / Manager will attend any Co-coordinating Committee of Chief Executives and will fulfill any responsibilities within the Sub-Regional Emergency Plan when activated.

The Chief Executive/Duty Director should also:

- Nominate an Emergency Management Team member or representative to attend the lead agency's Emergency Coordination Centre
- Set up and maintain effective communications between this lead agency Emergency Coordination Centre and the Council's own Emergency Coordination Centre.

## **9.0 CIVIL CONTINGENCIES STRUCTURES FOR NORTHERN IRELAND**

### **9.1 Local Arrangements**

The response to emergencies is normally managed by the emergency services at the local level. For emergencies happening on land, the PSNI would normally have responsibility for inter-agency co-ordination at local level, and would involve the other emergency services, other responding organisations and the district council. Where the nature of the emergency is such that the emergency services do not lead the response, leadership of the multi-agency response and recovery effort will fall to the relevant district council. Where another emergency responder organisation, e.g. the Public Health Agency, would more appropriately lead the multi-agency response, this would be determined by agreement.

The district councils may also undertake inter-agency co-ordination in circumstances where the emergency services or another lead department have been co-ordinating the immediate response to an emergency but where there remains a need for co-ordination of recovery activities after the immediate response has been stood down. Responses and co-ordination at local level would normally be at operational and tactical level. If an emergency was sufficiently serious or widespread to require strategic-level response, then additional strategic response structures will be activated as described below.

### **9.2 Northern Ireland Strategic arrangements**

The strategic response to emergencies is provided by Northern Ireland departments in accordance with the lead department arrangements. The Northern Ireland Executive is responsible for the strategic co-ordination and management of the response to non-terrorist civil emergencies in Northern Ireland. This is achieved through individual Ministers / departments for significant emergencies or through the Northern Ireland Central Crisis Management Arrangements (NICCMA) for serious and catastrophic emergencies. Strategic co-ordination for terrorist events (or incidents where there is reason to believe that terrorism is involved) is the responsibility of the Northern Ireland Office (NIO), which would activate its Northern Ireland Office Briefing Room arrangements (NIOBR). However, many of the responses required to the consequences of a terrorist event fall within devolved responsibilities and the NI Executive would activate its crisis management arrangements as required to deal with those consequences. Arrangements exist for close liaison to be maintained between the Police Service of Northern Ireland (PSNI), the NICCMA and the NIOBR when they are operating.

When an emergency has occurred or is likely to occur which meets the criteria for the activation of the NICCMA, the lead department can request that the strategic co-ordination groups, namely the Crisis Management Group and / or the Civil Contingencies Group, Northern Ireland (CCG(NI)) be convened to facilitate co-ordination of the response.

### **9.3 Crisis Management Group (CMG)**

CMG is normally a Minister-led Group responsible for setting the overall strategy for response to the emergency. The Group reports to the NI Executive and has the power to direct the response and commit resources across the Northern Ireland Civil Service. It will normally be chaired by the First Minister and deputy First Minister acting jointly, or where appropriate another Minister nominated jointly by the First Minister and deputy First Minister.



Depending on the circumstances, Ministers may also delegate the chairmanship to senior officials. Otherwise, membership comprises the appropriate NI Executive Ministers and departmental senior officials. Expert advisers and representatives of other organisations, including the PSNI and district councils may also attend.

#### **9.4 Civil Contingencies Group, Northern Ireland:**

The Civil Contingencies Group NI - CCG (NI) is the public service strategic emergency planning policy review and development group. It will normally be chaired by the Head of the Civil Service with core membership of senior offices from Northern Ireland Departments, Northern Ireland Office, Food Standards Agency, emergency services and district councils.

Following the 2010 severe winter incident several emergency protocols were developed by CCG (NI):

- Escalation of the Multi-Agency response
- Multi-Agency Co-ordination of local level Response and Recovery
- Addressing the needs of vulnerable people in an emergency
- Collaborative communication process
- Enhance Call Handling Capacity

These protocols can be found in the appendix of the Emergency Plan.

In addition to its role in emergency preparedness the CCG(NI) may also meet as part of the NICCMA either in support of the Crisis Management Group or as the lead co-ordination group in circumstances where the emergency does not require the direct engagement of Ministers and senior officials.

#### **9.5 Supporting Machinery**

The CMG and the CCG(NI) would be supported by a range of administrative and advisory groups which would vary depending on the nature of the emergency. This could include a Central Operations Room (COR) The Executive Information Service (EIS) co-ordinates the delivery of strategic public information and media response and has representation on CMG and CCG(NI). A scientific and technical advisory group (STAG) and liaison arrangements with other co-ordination groups.

#### **9.6 Information and Media**

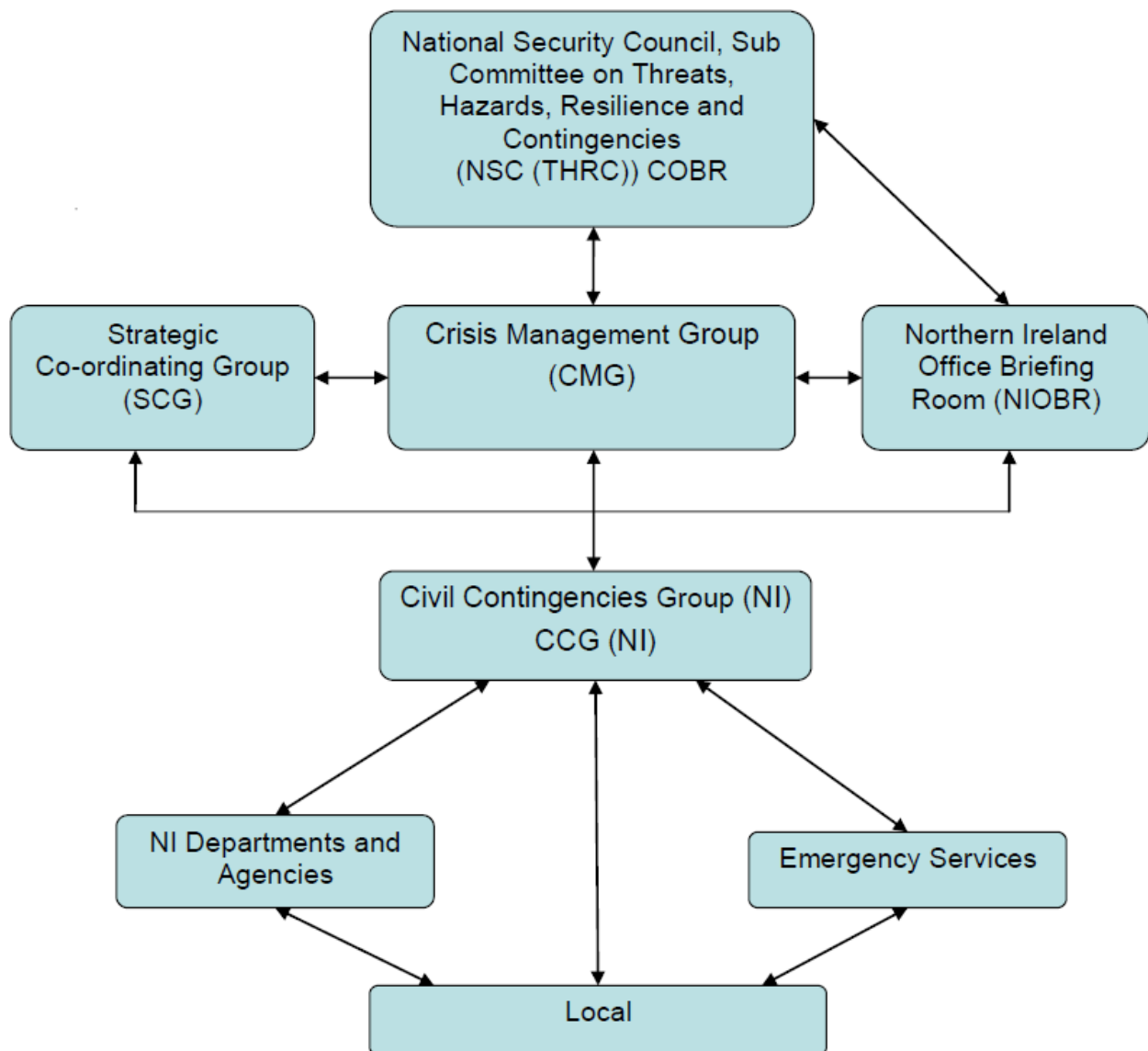
The Northern Ireland Executive has the Executive Information Service (EIS), which undertakes liaison with the media and issue public information for those aspects of the emergency which fall to the Northern Ireland Executive. The EIS works closely with the NIO Press Office, the PSNI Press Office and the UK Government News Co-ordination Centre, as required to ensure consistency and completeness of information flow.

#### **9.7 Recovery**

Where local co-ordination applies to the response to an emergency, local recovery planning will be conducted at a similar level. District councils have a particular role to play in facilitating the co-ordination of the multi-agency recovery arrangements, but many other organisations are involved in the delivery of the recovery functions. For emergencies where

the NICCMA is activated any required recovery planning and implementation activities would be accommodated within the arrangements.

## 9.8 Civil Contingencies Structures for Northern Ireland



## 10.0 MULTI-AGENCY COORDINATION.

### 10.1 Definition of Coordination

Co-ordination is the integration of multi-agency efforts and available capabilities, which may be interdependent, in order to achieve defined objectives. The co-ordination function will be exercised through control arrangements, and requires that command of individual organisations personnel and assets are appropriately exercised in pursuit of the defined objectives. The Council will be involved in all levels of multi-agency coordination. Depending upon the incident and whether there is life threat will dictate whether the Council is the lead coordination body.

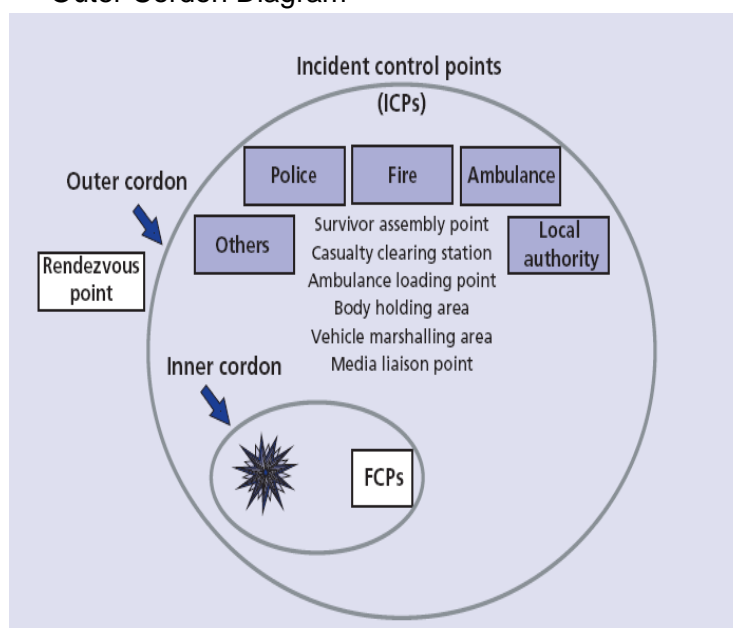
### 10.2 Operational Coordination

Operational is the level at which the management of immediate “hands-on” work is undertaken at the site(s) of the emergency or other affected areas. Some agencies may refer to the operational level as ‘Bronze’.

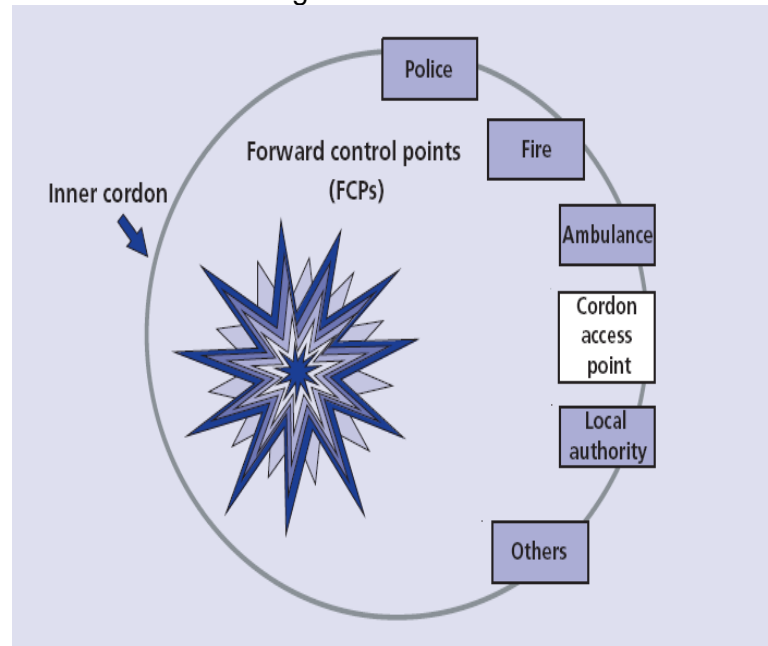
Personnel first on the scene will take immediate steps to assess the nature and extent of the problem. Operational commanders will concentrate their effort and resources on the specific tasks within their areas of responsibility, for example the police will concentrate on establishing cordons, maintaining security and managing traffic. They will act on delegated responsibility from their parent organisation until higher levels of management are established.

Individual agencies retain command authority over their own resources and personnel deployed at the scene, but each agency must liaise and co-ordinate with all other agencies involved, ensuring a coherent and integrated effort. Under some circumstances this may require the temporary transfer of one organization’s personnel or assets under the control of another organisation. In most, but not all, instances, the police will co-ordinate the operational response at an identifiable scene.

Outer Cordon Diagram



Inner Cordon Diagram



### 10.3 The Responsibility of Council Forward Operation Managers

The Council may provide operational staff or specialised staff for example Building Control Surveyors to work within the cordon. All agencies with staff working within the inner cordon remain responsible for the health and safety of their staff. Council Operational Managers should ensure that personnel arriving at the scene have appropriate personal protective equipment, identification and are adequately trained. Staff should report to the rendezvous point before registering at the forward control point.

### 10.4 Tactical Coordination.

The purpose of the tactical level is to ensure that the actions taken by the operational level are co-ordinated, coherent and integrated in order to achieve maximum effectiveness and efficiency. Some agencies may refer to the Tactical level as 'Silver'.

While a single agency will usually be identified at an early stage to be the lead responder, they do not have the authority to command the personnel or assets of other involved responders.

Where formal co-ordination is required at the Tactical level then a Tactical Co-ordinating Group (TCG) may be convened. This will usually comprise the most senior officers of each agency committed within the area of operations, and will undertake tactical co-ordination of the response to the event or situation. Working in co-ordination the responder agencies tactical commanders will:

- determine priorities for allocating available resources
- plan and co-ordinate how and when tasks will be undertaken
- obtain additional resources if required
- assess significant risks and use this to inform tasking of operational commanders
- ensure the health and safety of the public and personnel.

Although each of the senior officers at the tactical level will have specific service or agency responsibilities, together they must jointly deliver the overall multi-agency management of the incident and ensure that operational commanders have the means, direction and co-ordination required to deliver successful outcomes. Unless there is an obvious and urgent need for intervention, tactical commanders should not become directly involved in the detailed operational tasks being discharged by the operational level.

In a rapid onset emergency when there is an identifiable scene and the emergency services are in the lead, then tactical co-ordination will usually be carried out from an incident control point (which may be termed a Forward Command Post) located nearby or directly adjacent to the scene. An alternative location should always be identified as a back-up. A Tactical Coordinating Group may, as a response progresses or circumstances dictate, be re-located to a point further removed from the incident site. However, in determining this, the responder bodies should ensure that the Tactical Coordinating Group is established at the most appropriate location to carry out the function required of it, including the convenient attendance of all appropriate responder representatives. In the event that co-location of tactical commanders is not possible, appropriate communications or representation to ensure a co-ordinated response at the tactical level is essential.

The effectiveness of the tactical level as a joint, multi-agency organisation rests on a systematic approach to multi-agency co-ordination. Irrespective of the pressure of operations, the Tactical Coordinating Group Chair must create time for regular, structured briefing, consultation and tasking meetings with his/her counterparts and key liaison officers. Co-location will assist these processes, which should be defined, documented and embedded through training.

When an emergency occurs without a specific scene (e.g. disruption to the fuel supply or an overseas emergency with domestic effects), a Tactical Coordinating Group may still be required to deliver effective multi-agency co-ordination.

In those cases where it becomes clear that resources, expertise or co-ordination are required beyond the capacity of the tactical level (e.g. where there is more than one scene or incident), it may be necessary to invoke the strategic level of management to take overall command and set the strategic direction. Once this occurs tactical commanders will continue to effect multi-agency co-ordination within their area of responsibility, while simultaneously directing tactical operations within the strategic direction and parameters set by the Strategic Coordinating Group and promulgated through their respective agencies strategic commanders.

## **10.5 The Role of the Council in Tactical Coordination**

Where the Council is required to attend a tactical coordination group, the Chief Executive or the Incident Director / Head of Service will nominate a Tactical Liaison Officer to represent the Council.

Where the Council is providing local co-ordination the Incident Director / Head of Service will chair the Tactical coordination Group. Coordination can be delivered via the Council conference calling facility or the preferred option of co-locating to the Emergency

Coordination Centre located in the Lagan Valley Island. Details of the Emergency Coordination Centre can be found in the Standard Operating Procedures with the appendix.

A priority for the Tactical Coordination Centre is establishing a common operating picture (COP): *A common overview of an incident that is created by assessing and fusing information from multiple sources, and is shared between appropriate command, control and coordinating groups to support joint decision making.*

A common operating picture is a single point of reference for those involved, and supports joint decision-making. Answering the questions below helps develop a common operating picture and helps establish shared situation awareness:

- What? – What has happened, what is happening now and what is being done about it?
- So what? – What might the implications and wider impacts be?
- What might happen in the future?

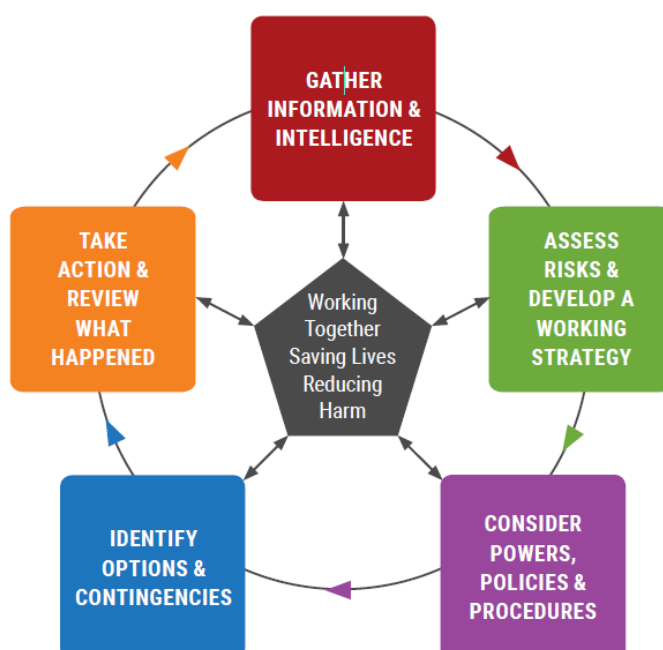
## 10.6 Joint Decision Making

Decision making in incident management follows a general pattern of:

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

One of the difficulties facing responders from different agencies is how to bring available information, reconcile potentially differing priorities and then make effective decisions together.

The Joint Decision Model has been developed to resolve this issue.



Further details and supporting tools of the joint decision model can be found in the JESIP Joint Doctrine: Interoperability Framework.

All Joint Decisions and the rationale behind them must be recorded in the Joint decision log.

## **10.7 Strategic Coordination**

The purpose of the Strategic level is to consider the emergency in its wider context; determine longer-term and wider impacts and risks with strategic implications; define and communicate the overarching strategy and objectives for the emergency response; establish the framework, policy and parameters for lower level tiers; and monitor the context, risks, impacts and progress towards defined objectives. Some agencies may refer to the Strategic level as 'Gold'.

Where an event or situation has: an especially significant impact; substantial resource implications; involves a large number of organisations; or lasts for an extended duration, it may be necessary to convene a multi-agency co-ordinating group at the strategic level. The multi-agency group, which brings together strategic commanders from relevant organisations, is called the Strategic Co-ordinating Group (SCG) or 'multi-agency Gold'.

Lessons identified from emergencies show that establishing SCG's on a precautionary basis to ensure local responders are ready if a situation suddenly worsens. Precautionary SCGs need not physically convene at the outset but can instead use other appropriate means to share and assess information on the extent of the emergency.

Emergencies can place considerable demands on the resources of responding agencies and can pose significant challenges in terms of business continuity management. Furthermore, they may have long-term implications for communities, economies and the environment. These require the attention of top-level management.

The purpose of the SCG is to take overall responsibility for the multi-agency management of the emergency and to establish the policy and strategic framework within which lower tier command and co-ordinating groups will work.

The SCG will:

- determine and promulgate a clear strategic aim and objectives and review them regularly
- establish a policy framework for the overall management of the event or situation
- prioritise the requirements of the tactical tier and allocate personnel and resources accordingly
- formulate and implement media-handling and public communication plans potentially delegating this to one responding agency
- direct planning and operations beyond the immediate response in order to facilitate the recovery process.
- 

The requirement for strategic management may not apply to all responding agencies owing to differing levels of engagement. However, emergencies almost always require multi-agency co-ordination and rarely remain entirely within the gambit of a single agency. It may

therefore be appropriate for an agency not involved at strategic level to send liaison officers to meetings of the SCG.

As part of the tasking process, SCG's may commission the formation of a series of supporting groups to address particular issues. For example, given the likely demands of the immediate response from the SCG, it is good practice, in most emergencies with significant recovery implications, to establish a Recovery Co-ordinating Group.

SCGs must develop a strategy for providing warnings, advice and information to the public and dealing with the media. If a Lead Government Department is engaged in the emergency, then the co-ordination of media lines and information given directly to the public is essential if public confidence is to be maintained.

It will normally, but not always, be the role of the police to co-ordinate other organisations and therefore to chair the SCG. The police are particularly likely to field a SCG chair where there is an immediate threat to human life, a possibility that the emergency was a result of criminal activity, or significant public order implications. Under these circumstances the same person may be the Police Gold Commander and the SCG Chair. These two roles however should be clearly distinguished.

In other types of emergency, for instance some health emergencies, an agency other than the police may initiate and lead the SCG. SCGs must comprise representatives of appropriate seniority and authority in order to be effective, and representatives should be empowered to make executive decisions in respect of their organisation's resources. In a long-running emergency, the need for personnel to hand over to colleagues will undoubtedly arise. This underlines the necessity for each organisation to select, train and exercise sufficient senior individuals who are capable of fulfilling this role. At the transition from the Response phase to the Recovery phase the SCG may hand over strategic decision making to the Multi Agency Recovery Forum. Depending on the nature, extent and severity of the emergency, either the regional tier or central government may become involved. The SCG will then become the primary interface with these other levels of response.

## **10.8 Council Role in Strategic Coordination.**

It is unlikely that the Council will provide strategic coordination during the response phase; therefore it is unlikely that the Council Chief Executive will chair the SCG. However the Chief executive or Recovery Director may be asked to attend the SCG during the response phase to represent the Council.

As the emergency moves into the Recovery phase the Council Chief Executive or Recovery Director/Manager may chair the Multi-Agency Recovery Forum (MARF). In this case the coordination will follow the Eastern Emergency Preparedness Recovery Plan.



## **11.0 TRAINING & TESTING**

### **11.1 Corporate Training**

As with all aspects of work, emergency planning requires training to give employees the skills and confidence they need to fulfill their roles. The training can take many different forms and there are many information sources for example:

- <https://www.gov.uk/government/policies/emergency-planning>
- <https://www.executiveoffice-ni.gov.uk/publications/civil-contingencies-policy-branch-guidance-documents>
- <http://www.epcresilience.com/>
- <http://www.the-eps.org/>

### **11.2 Individual Responsibility**

Where an officer is given responsibility within any of the above mentioned plans and documents it is their own responsibility to ensure that they have an up-to-date copy and they are familiar with the contents, and attend relevant briefing sessions/re-training as necessary. Where an officer identifies a training gap, this ought to be fed to the departmental representative of the Emergency Planning Implementation Group for tasking.

### **11.3 Internal Training**

The Council through the Emergency Planning Implementation Group will identify training through an on-going training needs analysis. Training may be used to test planning arrangements and to make recommendations for improvements. Officers must make themselves available for training/exercises.

### **11.4 Joint Training**

Where another organisation such as Emergency Services or Government Departments request the Council to take part in a multi-agency exercise, then the Council will endeavor to have Council staff participate in the exercise.

### **11.5 Testing**

The Chief Executive is responsible for testing and exercising the Council's Emergency Plan. Exercises are to look at all aspects of the plan and where appropriate multi-agency, incorporating agencies that are likely to be required in a real incident. The Emergency Planning officer and Emergency Planning Implementation Group will assist the planning, preparation and execution of such exercises.

In addition the Chief Executive will develop an understanding with the Emergency Services and operators of any COMAH sites or other major risks within the City that would require Council assistance in multi-agency exercise.

### **11.6 Training Resources**

The Council will endeavor to ensure that adequate resources are made available to meet the financial implications of training.

### **11.7 Document Exchange**

The Council Emergency Plan will be disseminated to appropriate Council officers and other relevant bodies. The Council Emergency Plans will be exchanged between neighboring Councils and multi-agency partners via Resilience Direct. Where sensitive information is contained this will be performed through Resilience Direct.

### **11.8 Public Version**

An abbreviated Public version of the Emergency Plan will be added to the Council's website.

### **11.9 Learning Outcomes from Emergency Incidents**

During a Major Emergency, the planning arrangements will be tested in real and unpredictable events and may show gaps within the current emergency planning arrangements. Following such events, the council will endeavor to take the learning outcomes from such events and incorporate them into its Emergency Planning arrangements.

## **12.0 VALIDATION AND REVIEW**

Each copy of the District Emergency Plan will be signed by the Chief Executive prior to its release. In the footer of each page will be the version of the document and issue date. Where the issue date exceeds one year it should be assumed that the document is out of date. In this case the Chief Executive should be contacted for a revised copy.

The Chief Executive has nominated the Council's Emergency Planning Officer to distribute the full District Emergency Plan to the distribution list and to other agencies as necessary. This will be performed through the Cabinet Office approved Resilience Direct platform.

The Chief Executive is responsible for ensuring the Emergency plan is reviewed at least annually or following an activation of the plan.

The Chief Executive has nominated the Council's Emergency Planning Officer to review and update the District Emergency Plan annually, or after each exercise and after the plan is activated in the event of a real major incident. If contact details or equipment availability changes, then these details must be amended forthwith and all relevant persons and bodies notified accordingly.

## 13.0 SETTING UP A DISASTER FUND

Following a major emergency incident the Council may decide it is necessary to initiate a disaster fund. It should be noted that Disaster Funds are difficult to operate without prior experience. The Chief Executive will refer to the Disaster Fund Guidelines issued by the Attorney Generals Office (<https://www.gov.uk/government/organisations/charity-commission>). The Chief Executive will consider contacting the British Red Cross Disaster Appeal Scheme who has experience in administering Disaster Funds for a major incident within the UK.

Where unofficial gifts or donations are received, a specific account will be opened in a local bank. Gifts other than money are to be declined, due to the difficulty in administering them. The council will however look to redirect those donations to local charities.

The Council in determining the requirement for creating a disaster fund may wish to look at the following criteria:

- (a) The magnitude of the major incident.
- (b) The extent of loss of life and injury.
- (c) Local and wider public opinion.
- (d) The extent of media interest in the major incident.
- (e) International interest in the major incident.
- (f) Any donations already received.

Through looking at the above criteria the Council may decide to create a committee of representatives to administer the disaster fund.

The Council may also consider on request, the administration of emergency payments on behalf of other organisations to assist the community during or after major emergencies.

## Appendices

- 1.0** Glossary of Terms
- 2.0** Contact Directory
- 3.0** Support Staff Authorisation
- 4.0** Council's Emergency Control Centre Standard Operating Procedure
- 5.0** Emergency Management Incident Log Template
- 6.0** Emergency Conference Call Protocol
- 7.0** Spatial NI user instructions
- 8.0** Community Assistance Centre (One Stop Shop)
- 9.0** Emergency Support Centre Quick reference guide.
- 10.0** Eastern Emergency Support Centre Plan
- 11.0** CEO-Duty Director Action Card
- 12.0** Liaison Officer Action Card
- 13.0** Forward Operations Officer Action Card
- 14.0** Media Officer Action Card
- 15.0** LCCC Media Management Plan
- 16.0** Emergency Coordination Centre Manager Action Card
- 17.0** Emergency Finance Officer Action Card
- 18.0** Human Resource Action Card
- 19.0** Emergency Planning Rota
- 20.0** Short Summaries
  - Radiation Emergency Plan
  - Communicable Disease Outbreak Control Plan
  - Rabies Plan
  - Major Oil Spill Plan
  - COMAH Site Plan
  - Flood Emergency Plan
- 21.0** DOE Circular LG 30/00
- 22.0** CCG (NI) Protocol for Multi-agency Co-ordination of a Local Level Response and Recovery
- 23.0** CCG (NI) Protocol for Escalation of the Multi-agency Response
- 24.0** CCG (NI) Protocol for the NI Central Crisis Management Arrangements
- 25.0** CCG (NI) Protocol for Collaborative Communications Process
- 26.0** CCG (NI) Protocol for Addressing the Needs of Vulnerable People in an Emergency
- 27.0** Emergency Planning Training Log
- 28.0** Document Control Acknowledgement