



# **MAJOR EMERGENCY AND CIVIL PROTECTION PLAN**

# PREFACE

## 1. BACKGROUND

- 1.1 Local authorities at both county and district council level have had and continue to have a statutory requirement under various pieces of legislation (such as the Civil Defence Act of 1948, the Local Government Act of 1972 amended by the Housing Act of 1996, and the Civil Protection in Peacetime Act of 1986) to produce plans to deal with the effects of emergencies and to train the people who would carry out these plans. The Civil Contingencies Act 2004 designates all local authorities (county and district) as Category 1 Responders and sets out its Civil Protection duties. How these duties should be performed is set out in The Civil Contingencies Act 2004 (Contingency Planning) Regulations 2005. The Act and Regulations are supported by a guidance document called 'Emergency Preparedness', which, inter alia, includes requirements for planning, exercising, continuity of services and training of personnel.

## **SECTION 1 - FRAMEWORK**

### **1. BACKGROUND**

- 1.1 Local authorities at both county and district council level have had and continue to have a statutory requirement under various pieces of legislation (such as the Civil Defence Act of 1948, the Local Government Act of 1972 amended by the Housing Act of 1996, and the Civil Protection in Peacetime Act of 1986) to produce plans to deal with the effects of emergencies and to train the people who would carry out these plans. The Civil Contingencies Act 2004 designates all local authorities (county and district) as Category 1 Responders and sets out its Civil Protection duties. How these duties should be performed is set out in The Civil Contingencies Act 2004 (Contingency Planning) Regulations 2005. The Act and Regulations are supported by a guidance document called 'Emergency Preparedness', which, inter alia, includes requirements for planning, exercising, continuity of services and training of personnel.
- 1.2 In addition, Dartford Borough Council has a responsibility to all people who are living, working or simply passing through the Borough. This responsibility, known as a "Duty of Care", has become legally established as a consequence of a number of public enquiries and court cases which have resulted from major disasters such as the Kings Cross Underground fire, the Lockerbie plane bombing, the capsizing of the "Herald of Free Enterprise, the Ladbroke Grove rail crash, the Grand National evacuation, the Docklands bombings, more natural events such as foot and mouth virus, chemical spillage, hurricanes, burst water mains and many, many more.
- 1.3 This plan uses the terms 'major emergency' and 'civil protection', reflecting the terminology in the Civil Contingencies legislation, these terms are to be treated as synonymous with the term 'major incident'.

Part 1 of the Civil Contingencies Act 2004 provides a definition of a major emergency:

- "(1) In this Part "emergency" means: -
- (a) an event or situation which threatens serious damage to human welfare in a place in the United Kingdom,
  - (b) an event or situation which threatens serious damage to the environment of a place in the United Kingdom, or
  - (c) war, or terrorism, which threatens serious damage to the security of the United Kingdom.
- (2) For the purposes of subsection (1) (a) an event or situation threatens damage to human welfare only if it involves, causes or may cause: -
- (a) loss of human life,
  - (b) human illness or injury,
  - (c) homelessness,
  - (d) damage to property,

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- (e) disruption of a supply of money, food, water, energy or fuel,
  - (f) disruption of a system of communication,
  - (g) disruption of facilities for transport, or
  - (h) disruption of services relating to health.
- (3) For the purposes of subsection (1)(b) an event or situation threatens damage to the environment only if it involves, causes or may cause: -
- (a) contamination of land, water or air with biological, chemical or radio-active matter, or
  - (b) disruption or destruction of plant life or animal life.”

The Association of Chief Police Officers (ACPO) Major Incident Manual defines a major incident:

“A major incident is defined as any emergency that requires the implementation of special arrangements by one or more of the emergency services, the NHS or the local authority for:

- The rescue and transport of a large number of casualties.
- The involvement either directly or indirectly of large numbers of people.
- The handling of a large number of enquiries likely to be generated both from the public and the news media usually to the Police.
- The large scale deployment of the combined resources of the emergency services.
- The mobilisation and organisation of the emergency services and supporting organisations, (e.g. Local Authority), to cater for the threat of death, serious injury or homelessness of a large number of people.”

1.4 Thus a "major emergency" could be a situation that arises with or without warning (so called '**sudden impact**' incident) causing or threatening death, injury or serious disruption to normal life for numbers of people in excess of those that can be dealt with by the public services operating under normal conditions. It could also arise in a progressive manner (so called '**slow onset**' incident) having a similar effect on public services. The agreed arrangements for the strategic co-ordination of the response to a major emergency in Kent along with a formal generic alerting process for these incidents is set out in the 'Pan-Kent Strategic Plan'.

## 1.5 Command and Control

This section sets out the nationally accepted principles of Command and Control and management levels in a major emergency. These principles are embedded in emergency plans, and are set out here for reference.

Command means the authority of an organisation to direct the use of its own staff and equipment.

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

Co-ordination is the bringing together of the expertise of all of the agencies involved to bring the incident to a successful conclusion effectively and efficiently.

For most major emergencies the Police will take on the co-ordinating role, convening and leading meetings of the responding organisations to ensure that issues are considered jointly and that information is shared.

### 1.6 Management Levels – Gold, Silver and Bronze

Differences in job titles and responsibilities between organisations can cause confusion in the response to an emergency. Staff from one organisation may not be familiar with the structure of another, and consequently issues may be directed to the wrong level internally there can also be confusion about which particular person has a responsibility for a specific function.

To overcome this a standard three level management model has been developed. These levels are referred to as Strategic, Tactical and Operational, or Gold, Silver and Bronze. Every organisation will appoint people at these levels, although the titles themselves may not always be used.

#### **Gold – Strategic management and co-ordination**

Gold, or Strategic, management deals with policy issues around the response. It will normally be located away from the incident, and will make decisions about such topics as future resourcing, finances, priorities, future implications and the return to normality. Each organisation will have its own Gold Commander, responsible for the activities of their own organisation.

#### **Silver – Tactical management and co-ordination**

Silver, or Tactical, management deals with the overall management of the front line response to the incident itself. Silver Commanders will plan and co-ordinate the tasks which their staff must carry out in order to respond within the strategy which their Gold Command level has set. Silver Commanders will also work closely together – usually co-ordinated by the Police Silver Commander – to ensure that the organisations work effectively together. There may be more than one Silver Commander in some organisations where the response is at more than one location.

Silver Controls will be located according to the nature of the incident. This may be in pre-designated accommodation, in accommodation identified at the time or in dedicated command vehicles.

#### **Bronze – Operational management and co-ordination**

Bronze, or Operational, Commanders will take on responsibility for specific areas or roles according to the needs determined by their organisation's Silver Commander.

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- 1.7 In a major emergency Dartford Borough Council's principal duties are:
- to provide support to the emergency services and to other agencies and organisations involved in the emergency/disaster;
  - to assist in the care and treatment of the victims of the emergency/disaster;
  - to provide support to the bereaved and the local community;
  - to assist with the management and news media and to provide information where required;
  - to restore the site of the emergency and assist in the recovery of the affected community;
  - to maintain its own services;
  - to render mutual aid to other authorities and agencies.
- 1.7 In order to accomplish the above, Dartford Borough Council will:
- create and maintain a major emergency/civil protection plan;
  - maintain close liaison on emergency planning/civil protection with public and private sector partners;
  - undertake regular staff training and exercises;
  - regularly review the content and structure of the plan.
- 1.8 Dartford Borough Council can be considered to be "in a state of major emergency" when its ability to operate its services and functions effectively has been reduced or removed i.e. the situation is such that the organisation's activities are impaired or curtailed. The Council shall therefore respond if either;
- the emergency would be likely to seriously obstruct its ability to perform its functions, or
    - i. it would consider it necessary or desirable to act to prevent, reduce, control or mitigate the emergency's effects or otherwise take action, and
    - ii. would be unable to act without changing the deployment of its resources or acquiring additional resources.

**2. DECLARATION OF AN EMERGENCY – 'DETERMINATION PROCEDURE'**

- 2.1 An emergency has occurred when;
- an emergency service has designated an event an emergency and has required the Council to implement its Major Emergency and Civil Protection Plan,
  - another Category 1 or 2 Responder has designated an event an emergency and has required the Council to implement its Major Emergency and Civil Protection Plan,
  - The Council is satisfied that the test in Section 1.3 of this Plan is satisfied and that an emergency has occurred.
- 2.2 The Managing Director or, in his absence, a nominated substitute will be advised by and shall inform those set out in the alerting section of this Plan (Section 2, paragraph 2).

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The Civil Contingencies Act 2004 defines Category 1 and 2 Responders as including:

**Category 1 responders (“core responders”)****Emergency services**

Police forces  
British Transport Police  
Fire authorities  
Ambulance services  
Maritime and Coastguard Agency

**Local authorities**

All principal local authorities (i.e. counties, districts, unitaries)  
Port health authorities

**Health bodies**

Primary Care Trusts  
Acute Trusts  
Foundation Trusts  
Health Protection Agency

**Government agencies**

Environment Agency

**Category 2 responders (“co-operating responders”)****Utilities**

Electricity distributors and transmitters  
Gas distributors  
Water and sewerage undertakers  
Telephone service providers (fixed and mobile)

**Transport**

Network Rail  
Train operating companies (passenger and freight)  
Airport operators  
Harbour authorities  
Highways Agency

**Health bodies**

Strategic Health Authorities

**Government agencies**

Health and Safety Executive

**3. DARTFORD BOROUGH COUNCIL MAJOR EMERGENCY AND CIVIL PROTECTION PLAN**

## **MAJOR EMERGENCY AND CIVIL PROTECTION PLAN**

3.1 The integrated (multi-purpose) Major Emergency and Civil Protection Plan contributes to Dartford Borough Council's emergency preparedness. It is designed to help Dartford Borough Council:

- manage its emergency response, including the alerting of staff and the activation of the emergency centre;
- integrate the contributions of different Directorates;
- cope effectively with the consequences of the emergency,
- maintain its own services.

3.2 The Plan covers:

- call-out,
- resources (including those from the voluntary and private sectors),
- mutual aid,
- liaison,
- communications,
- information management,
- recovery and restoration.

3.3 It is based as closely as possible on Dartford Borough Council's normal management structures and methods of operation. The Major Emergency and Civil Protection Plan is supported by functional plans:

- Humanitarian Welfare Plan,
- Media Plan,
- Oil Pollution and Chemical Spill Response Plan,
- Flood Warning Response Plan
- Business Continuity Plan.

3.4 The Plan is designed as follows:

### **SECTION 1 - FRAMEWORK**

- How Dartford Borough Council achieves emergency preparedness and how its response is structured. The Emergency Management Structure is given at **Figure1**.
- The basic concepts of local authority Major Emergency and Civil Protection Planning

### **SECTION 2 - ACTION**

- Alerting procedures;
- Operation of the Plan;
- Dartford Borough Council's responsibilities in a major emergency as well as a summary of the outline responsibilities of other organisations.

### **SECTION 3 - INFORMATION AND SUPPORT**

- Emergency Directory and Resource List, including voluntary and private sector organisations;

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- Functions of a district and county emergency centre;
- Dartford Borough's Communication Centre details;
- Communications:
- Names of, and contact numbers for, designated officers and other agencies and organisations;
- Glossary of emergency terms and abbreviations.

## **ANNEXES**

- Mutual Aid Arrangements
- Service Level Agreement between districts and Kent County Council.

3.5 In the wider context, the plan would enable Dartford Borough Council to carry out those responsibilities agreed and adopted by all district councils in Kent, in co-operation with the County Council, the emergency services, the other Category 1 and 2 Responders and voluntary organisations. This structure is set out in the Kent County Council "Co-ordination Plan for Major Emergencies", and contains the "Outline Responsibilities" of all relevant organisations. The "common" and "specific" responsibilities detailed in Section 2 paragraph 5 of this Plan mirror a district council's "Outline Responsibilities" in the County's Major Emergency Plan.

3.6 Because a number of organisations may become involved in the response to the emergency, and some of the work they do may cross organisational boundaries, the structure referred to above is needed. The "Outline Responsibilities", in Section 2 paragraph 5 of this Plan, reflect the normal activities of the various organisations as closely as possible.

## **5. THE RESPONSE TO A MAJOR EMERGENCY**

5.1 Where the incident is contained within the Borough and can be dealt with by Dartford Borough Council with support from other organisations, (e.g. Kent County Council), activity will be co-ordinated by the Borough Emergency Co-ordinator, in accordance with this Plan.

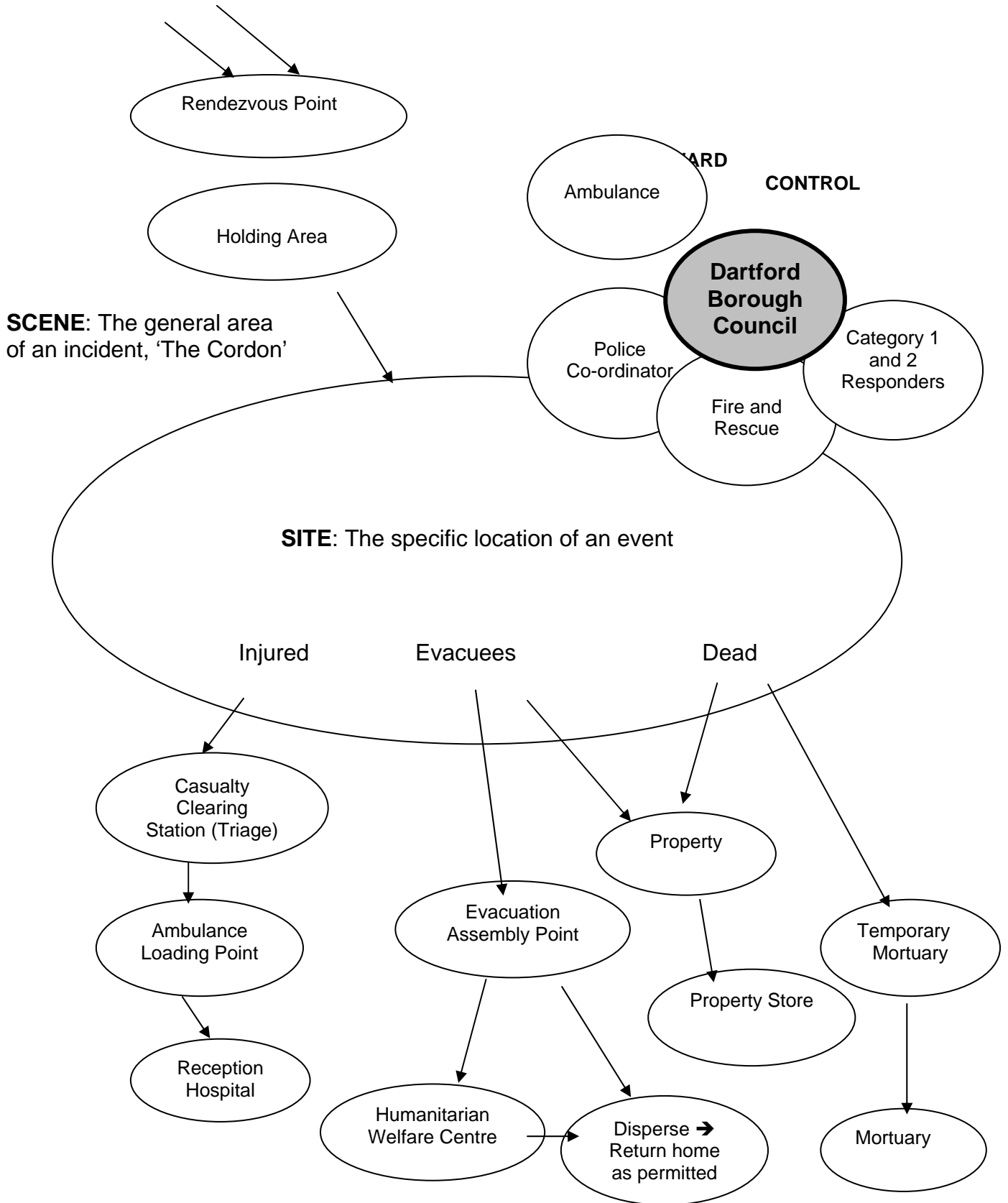
5.2 Where more than one district and/or unitary council is affected by the emergency, or the required response exceeds the resources available to the Borough, the Kent County Council Emergency Planning Unit may be requested to co-ordinate the overall response. The County Council will assess the situation, allocating available resources as necessary including the possible implementation of Mutual Aid arrangements (Annex A).

5.3 The focal point for Dartford Borough Council's response to a major emergency will be the Civic Centre in Dartford. It has special facilities for use in an emergency e.g. additional communication links. The Borough Emergency Centre is a corporate communications and information centre. The Directorate responses would normally be managed from Directorate Emergency Rooms, which will generally be meeting rooms suitable for the purpose.

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- 5.4 The Emergency Centre Operations Team and Information Team will co-ordinate the Council's strategic response from the Borough Emergency Centre, but may in practice operate from their usual work place utilising the advanced communications network that is readily available.
- 5.5 The location and extent of the emergency/disaster may preclude the use of the Civic Centre. Alternative provision for the emergency response is contained in the Mutual Aid arrangements, Business Continuity Plan and could include the use of Princes Park, Acacia Hall and the Borough Communication Centres.
- 5.6 The designated Borough Communication Centres are located in: Bean, Darenth, Joydens Wood, Longfield, Southfleet, Stone, Sutton-at-Hone, Wilmington and Swanscombe. These will be used as communication links to the Civic Centre in the event of broader based types of emergency or to Princes Park and Acacia Hall, if being used as the substitute Emergency Centre.
- 5.7 Where appropriate, the Council will deploy a Forward Control Officer, wherever possible someone with specialist knowledge, to the scene. If the specialist knowledge is not immediately available a 'temporary' arrangement will be put in place in lieu of an appropriate member of staff becoming available. The senior police officer present will be responsible for co-ordinating the activities of all organisations at the scene. **Figure 1** is a diagrammatic representation of an incident scene.

**FIGURE 1: DIAGRAMMATIC REPRESENTATION OF AN INCIDENT SCENE**



## **SECTION 2 - ACTION**

### **1. INTRODUCTION**

#### **1.1 Section 2 – ‘Action’ sets out:**

- the alerting procedures,
- the operation of the Major Emergency and Civil Protection Plan,
- officers’ and organisations’ outline responsibilities.

### **2. ACTIVATION and ALERTING**

#### **2.1 Alerting arrangements**

During office hours:

During office hours, the switchboard [01322 343434] should receive the first notification of a major emergency. The Managing Director / Executive Director, or his/her Deputy, will be informed by the duty customer services supervisor. He/she will assume the role of the Borough Emergency Co-ordinator and manage the Council’s response to the emergency. **Figure 2** shows the emergency management structure headed by the Emergency Co-ordinator.

Such notification should come from the Kent County Council Emergency Planning Unit having originated from the Police Headquarters Operations Room.

Information may come from some other source, or it may become obvious to the Officers involved that it has deteriorated to a point of crisis. In either case, the officer receiving information, or identifying the crisis, must inform the Emergency Co-ordinator who will ensure that the alerting and management structures are implemented and will notify the Police and act in accordance with 2.2 below.

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Outside office hours:

Outside office hours the switchboard number will switch to Amicus Response [08456 341212]; the following is an extract from the Council's Out of Hours Manual and sets out the procedure for alerting the Emergency Co-ordinator

**MAJOR EMERGENCIES***Call-Out*

These are occasions when large numbers of people or considerable areas of land and/or properties are seriously affected by an occurrence e.g. large scale flooding, major rail disaster, serious explosion, aircraft crash, bridge collapse, serious fire, gas or toxic fume escape, heavy sudden snowfall, exceptionally high winds etc. Notification of a major emergency will usually come via:

The emergency services, (police, fire and ambulance) who are often the first to identify a major emergency situation and will seek assistance from the Council.

**OR**

A member of the County Emergency Planning Unit will forward the information that an incident is being treated as a major emergency.

**OR**

Council staff already involved with a problem may become aware that a situation has deteriorated to the point of crisis or is rapidly moving in that direction and will report this fact.

**OR**

The severity of the problem as notified by the emergency services emerges, or the volume of telephone calls from members of the public and others becomes overwhelming such that normal central services cannot cope.

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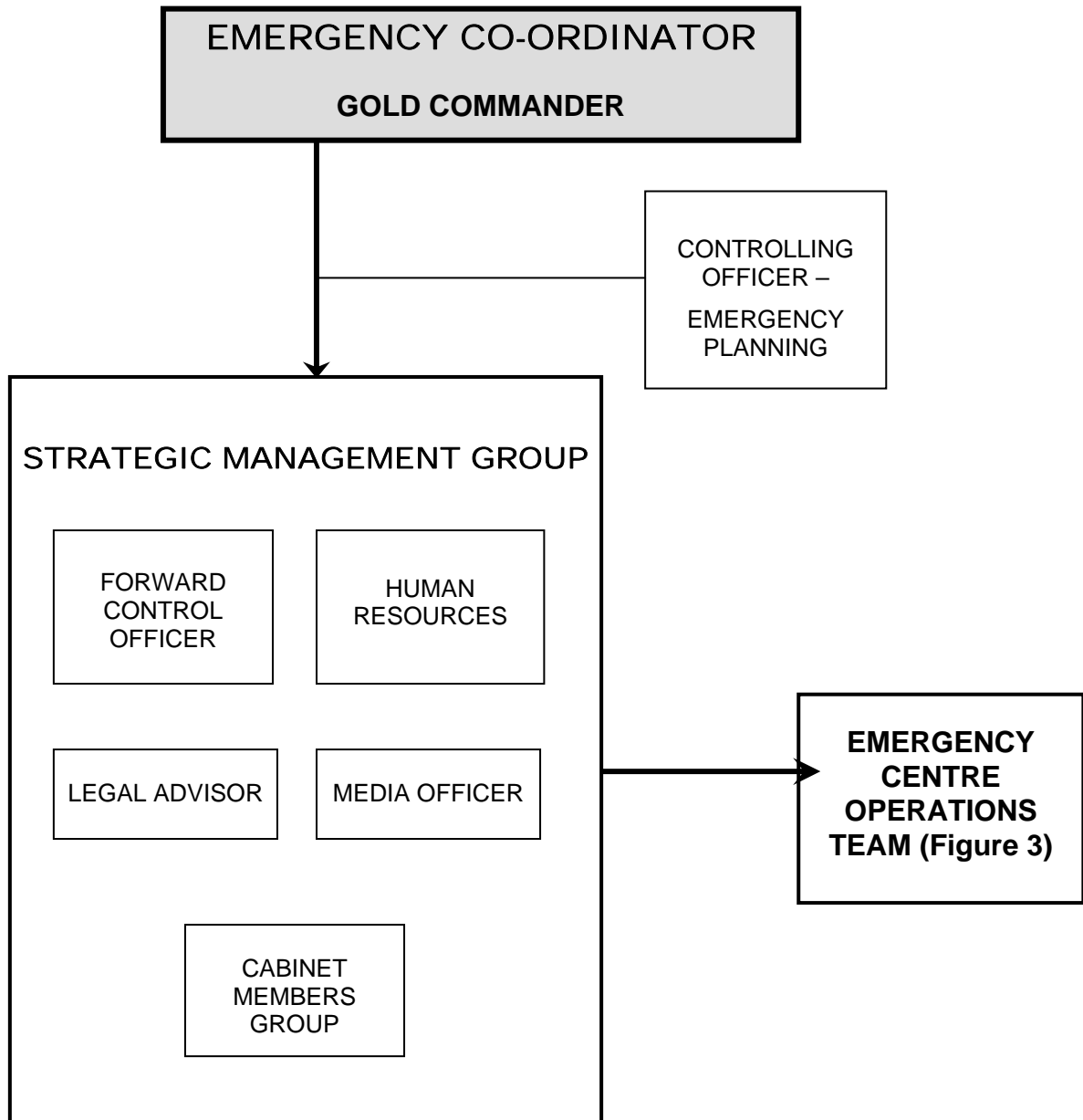
It is almost certain in a major emergency that the 'switching system' to Amicus Response will become overloaded, so the Council's main switchboard will be opened up'. In the case where the main Switchboard needs to be overridden during an emergency, for instance a member of staff working late can be contacted on 01322 277099 at the Civic Centre. The switchboard will then be kept open throughout the emergency and will not be shut down again without prior agreement with Amicus.

2.2 The Emergency Co-ordinator may, depending on influencing factors, decide to alert the nominated Emergency Operations Manager, particularly if the strategic and/or tactical response is being managed away from the Council's offices. At that stage the decision to activate the Borough Emergency Centre will be agreed between the Emergency Co-ordinator and the Emergency Operations Manager. The scale and nature of the emergency will be assessed and agreement reached as to:

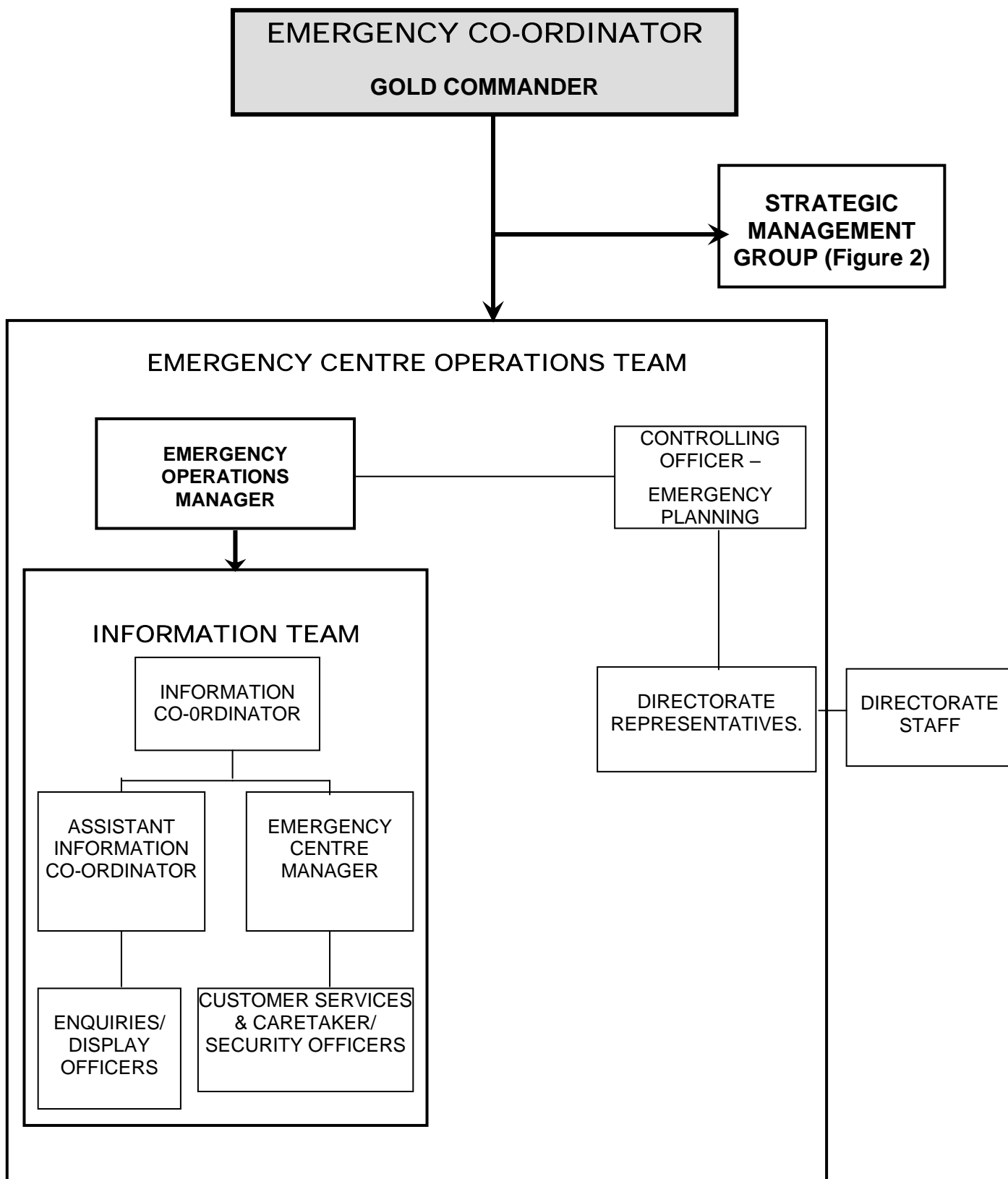
- (i) whether it is likely to become a major emergency,
- (ii) what resources to deploy the scene of the incident,
- (iii) what resources to deploy to the strategic and tactical command centres and
- (iv) whether to activate the Borough's Major Emergency and Civil Protection Plan and/or Functional Plans.

If it is decided to activate the Borough's Major Emergency and Civil Protection Plan, the Emergency Operations Manager will initiate the emergency alerting structure. Officers will be alerted through the Council's e-mail network or by other communications systems that are in use during office hours. Out of office hours the alerting will be performed by call-out systems that are in place or for those who do not generally provide out of hours services contact will be made by a member of the Human Resources (Northgate) team using data held on personnel records (no-one else will use those records thus avoiding data being available to those that may not be entitled to have it).

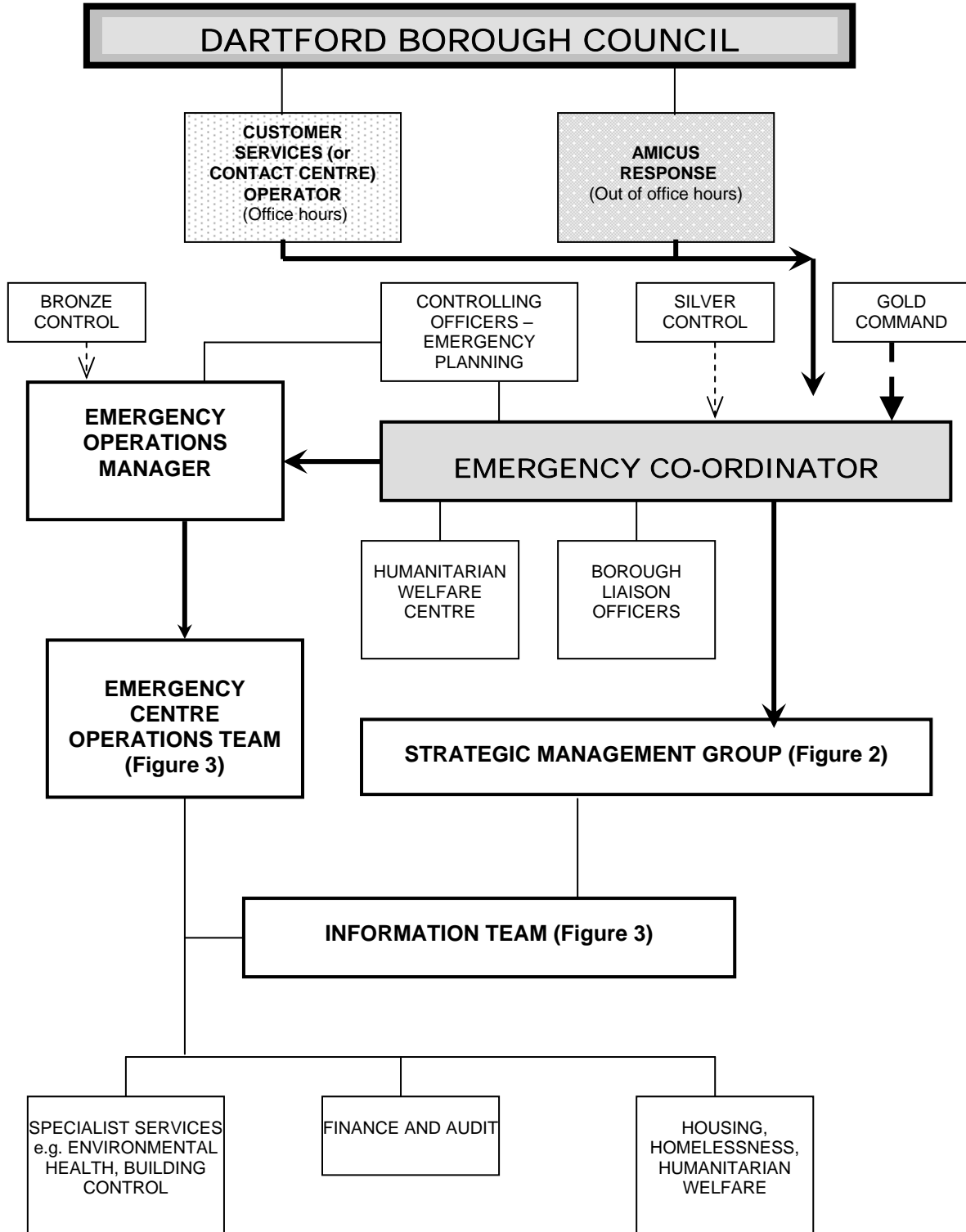
**FIGURE 2: STRATEGIC MANAGEMENT STRUCTURE**



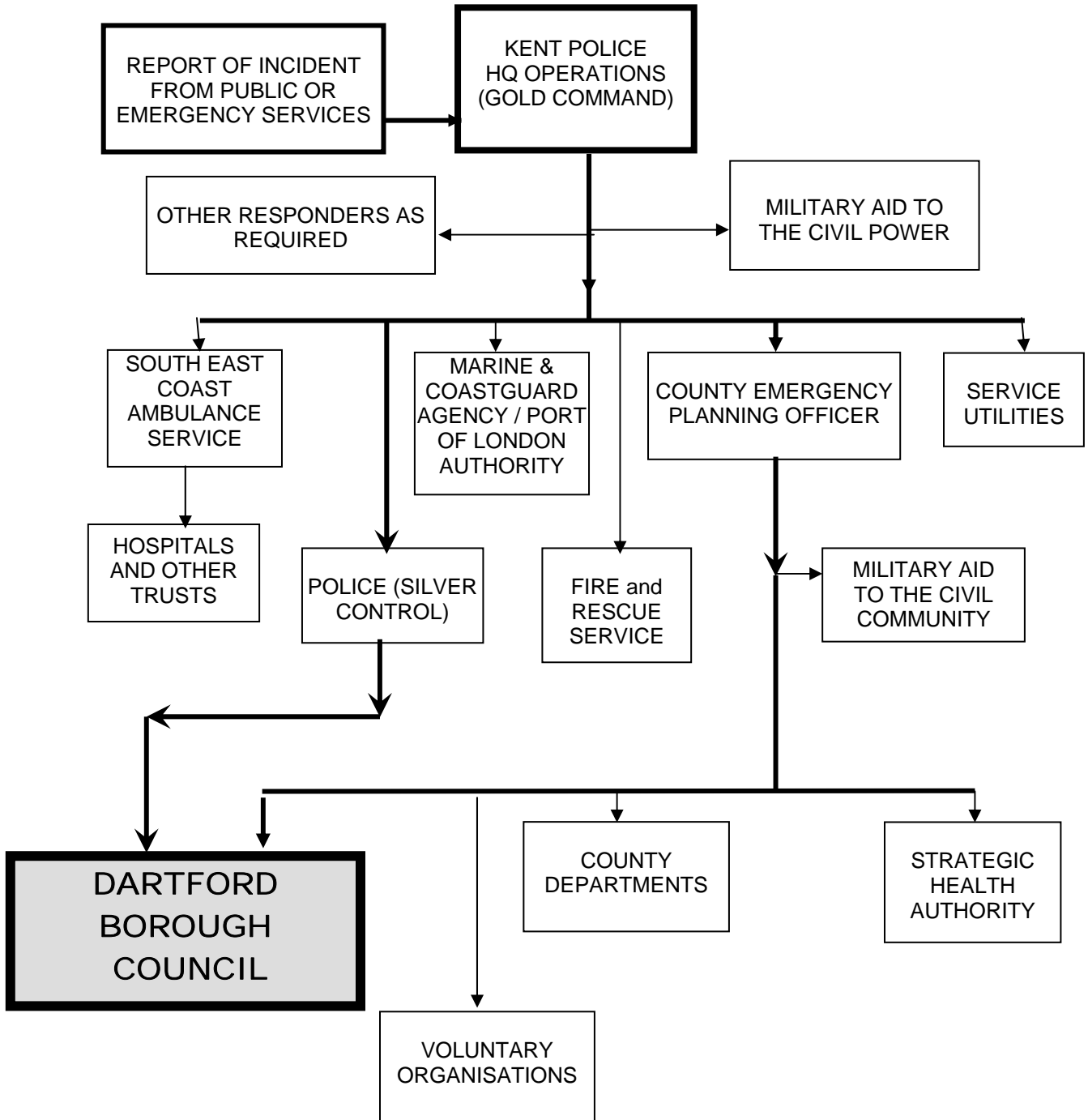
**FIGURE 3: EMERGENCY OPERATIONS STRUCTURE**



**FIGURE 4: INTERNAL RESPONSIBILITY FOR ALERTING ACTION IN A MAJOR EMERGENCY**



**FIGURE 5: EXTERNAL RESPONSIBILITY FOR ALERTING ACTION IN A MAJOR EMERGENCY**



**MAJOR EMERGENCY AND CIVIL PROTECTION PLAN****3. EMERGENCY ROLES**

The Council's team which responds to a major emergency is divided into two parts, the Strategic Management Group (**Figure 2**) and the Emergency Centre Operations Team (**Figure 3**). However, there are in addition certain roles which are independent – for example

- The Emergency Co-ordinator (who is in overall control)
- The Emergency Operations Manager (who provides a link between the two groups)
- The Borough Liaison and Forward Control Officers (who provide a link from tactical (SILVER) command / the incident site to the Borough Emergency Centre)
- The Media Officers

(**Note:** the roles are listed in alerting action order as shown in **Figure 4**; the management structures as shown in **Figures 2 and 3**; the posts/names are given in order of priority and where given more than once the most senior role in the structure is to be taken – dual-roles are to be avoided wherever possible. The responsibilities for each role are given in the 'Operation of the Plan' – Section 2, paragraph 4.

**3.1 EMERGENCY CO-ORDINATOR will be the Council's head of paid service or a nominated director – to be deployed at strategic (GOLD) or tactical (SILVER) command**

**Managing Director -  
Executive Director -**

In his absence he will be represented by one of the following Officers:

**Regeneration Director -  
Strategic Director -**

The Emergency Co-ordinator will have overall responsibility for co-ordinating the local authority response to a major emergency occurring within the Council's boundaries. The Emergency Co-ordinator will use the Determination Procedure (Section 1, paragraph 2) within the Council's Major Emergency and Civil Protection Plan to determine when an emergency has occurred.

- Assess the nature and the scale of the emergency and decide the nature and level of response needed from the authority.
- Nominate an Emergency Operations Manager to co-ordinate all the operational activities in the Emergency Centre.
- Assume overall control of, and responsibility for, the Council's response to the emergency.
- Nominate appropriate officers to make up the Strategic Management Group.
- Liaise with Elected Members as appropriate.

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- Maintain contact with the Emergency Operations Manager and directors (or their nominated deputies) at all times.
- Nominate and empower another Officer to act as Emergency Co-ordinator, in his/her absence.
- In consultation with the Media Officer be responsible for all public and media information relating to the Council's activities including any spokesperson(s) nominated for media interviews.
- In liaison with the Emergency Operations Manager, decide on the appropriate time to stand down and close the Emergency Centre

## **3.2 EMERGENCY OPERATIONS MANAGER**

An Operations Manager will be nominated by the Emergency Co-ordinator to lead the Emergency Centre Operations Team.

**(Where one of the following has assumed the role of Emergency Co-ordinator in 3.1 above, that person shall be deleted from the following list.)**

**Executive Director -  
Regeneration Director -  
Strategic Director -  
Project Director –  
Head of Legal Services –  
Head of Finance and Resources -**

The position will be undertaken by one of the above Officers, listed in order of priority. Contact telephone numbers can be found in Section 3, paragraph 7 and in the Out of Hours Manual, Section 18.

An Emergency Operations Manager will be nominated by the Emergency Co-ordinator to lead the Emergency Centre Operations Team in the Emergency Centre. The person with the necessary expertise and management skills and experience will be selected, according to the nature of the incident. The Operations Manager will be responsible for co-ordinating all operational activities in the Emergency Centre and advising the Emergency Co-ordinator on the developing situation. He/she will carry out the following tasks:

- Receive the alerting call.
- Alert the Emergency Co-ordinator.
- With the Emergency Co-ordinator, decide whether or not to activate the Major Emergency Plan.
- During the activation phase of the emergency (until the Council's Emergency Centre becomes operational), manage and control all the authority's activities.
- Activate the alerting cascade as necessary
- Remain the point of contact for the Council until the Emergency Centre is established.
- Inform all contacts that the Emergency Centre is operational, providing the necessary contact details etc.
- Proceed to the Emergency Centre

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- Together with the Emergency Centre Manger, review the success of the call-out and act accordingly.
- Brief the Emergency Centre Manager, as necessary.
- Manage the activities co-ordinated from the Emergency Centre, reporting periodically to the Emergency Co-ordinator on the progress of the response of the Operations Team to the emergency.
- Advise the Emergency Co-ordinator on the role of other organisations and on how to utilise their expertise.
- Attend the Strategic Management Group (SMG), as necessary.
- Together with the Emergency Co-ordinator, determine when the Emergency Centre will be closed, and ensure that all contacts (Council and other agencies) are informed.
- Ensure that full regard is taken of the health and safety of staff dealing with the emergency. If necessary, the Operations Manager should liaise with the Council’s Safety Officer.

**3.3 CONTROLLING OFFICER – EMERGENCY PLANNING**

In the event that **GOLD** or **SILVER** command is established the first available will accompany the Emergency Co-ordinator wherever that command is located, and the next available will remain with the Emergency Centre Operations Team.

**3.4 STRATEGIC MANAGEMENT GROUP**

To be assembled from the list of ‘Senior Managers’ or their nominated substitutes/deputies

<b>ROLE</b>	<b>Max. No. required</b>	<b>To be drawn from team managed by .....</b>
<b>EMERGENCY CO-ORDINATOR</b>	<b>1</b>	<b>(As 3.1)</b>
<b>CONTROLLING OFFICER – EMERGENCY PLANNING</b>	<b>1</b>	<b>(As 3.3)</b>
<b>FORWARD CONTROL OFFICER</b>	<b>2</b>	<b>(As 3.7)</b>
<b>LEGAL ADVISOR (1) and MEMBER SERVICES OFFICER (1)</b>	<b>2</b>	<b>HEAD OF LEGAL SERVICES</b>
<b>MEDIA OFFICER</b>	<b>1</b>	<b>COMMUNICATIONS MANAGER</b>
<b>HUMAN RESOURCES</b>	<b>1</b>	<b>HEAD OF FINANCE AND RESOURCES (NORTHGATE)</b>

The Strategic Management Group will consist of directors, service heads and managers, under the chairmanship of the Chief Executive or a director, in the role of District Emergency Co-ordinator. Its purpose is to manage the strategic aspects of the Council’s response. Its composition will vary according to the size nature of the emergency – for example, if there is a strong environmental

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element then the senior environmental health officer will be present, and if damage to housing is severe and widespread then the senior housing officer will attend. Senior managers from other organisations may be invited to attend to contribute to the decision making process, as appropriate.

- Attend meetings of the Group
- Advise the District Emergency Co-ordinator and participate in decision making.
- Address strategic, financial, political, and legal issues facing the Council.
- Manage activities related to their departmental outline responsibilities under the direction of the District Emergency Co-ordinator.
- Maintain an overview of the Council's activities, through the Emergency Operations Manager and appropriate directorate contacts.
- Assess the long term consequences of the emergency for the district and for the Council's activities and services.
- Co-ordinate the media response on behalf of the Council.

### **3.5 EMERGENCY CENTRE OPERATIONS TEAM**

To be assembled from the list of 'Senior Managers' or their nominated substitutes/deputies

<b>ROLE</b>	<b>Max. No. required</b>	<b>To be drawn from team managed by .....</b>
<b>EMERGENCY OPERATIONS MANAGER</b>	<b>1</b>	<i>(As 3.2)</i>
<b>CONTROLLING OFFICER – EMERGENCY PLANNING</b>	<b>1</b>	<i>(As 3.3)</i>
<b>EMERGENCY CENTRE MANAGER (1) and SECURITY OFFICERS (2)</b>	<b>3</b>	<b>HEAD OF FINANCE AND RESOURCES (PROPERTY SERVICES)</b>
<b>INFORMATION CO-ORDINATOR</b>	<b>1</b>	
<b>ASSISTANT INFORMATION CO-ORDINATOR</b>	<b>1</b>	
<b>HOUSING/HOMELESSNESS SWITCHBOARD (CONTACT CENTRE) OPERATORS</b>	<b>2</b>	<b>HEAD OF HOUSING</b>
<b>ENQUIRIES OFFICERS</b>	<b>6</b>	<b>CUSTOMER SERVICES MANAGER</b>
<b>DISPLAY OFFICERS</b>	<b>1</b>	via 'NORTHGATE'
<b>BUILDING CONTROL</b>	<b>1</b>	<b>HEAD OF REGENERATION</b>
<b>ENVIRONMENTAL HEALTH</b>	<b>1</b>	<b>BUILDING CONTROL MANAGER</b>
<b>FINANCIAL ADVISOR</b>	<b>1</b>	<b>HEAD OF ENVIRONMENTAL SERVICES</b>
<b>I T ADVISOR</b>	<b>1</b>	<b>HEAD OF FINANCE AND RESOURCES</b>
<b>INTERNAL AUDIT</b>	<b>1</b>	<b>HEAD OF I T SERVICES</b>
		<b>AUDIT MANAGER</b>

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<b>DIRECTORATE REPRESENTATIVES</b>	<b>4</b>	<b>(Emergency Planning co-ordinators group)</b>
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This group is made up of those roles which are responsible for the ongoing operation of the emergency centre, including the Emergency Centre Manager and the Information Manager – together with staff such as collators, display and clerical staff and switchboard operators (Information Team). These are the people who handle the large amounts of information coming in and going out of the Centre.

**Emergency Centre Manager**

- Make alerting calls required as part of the Alerting Cascade.
- Proceed to the Council's Emergency Centre and supervise its correct setting up as quickly as possible.
- Notify the Emergency Operations Manager when the Emergency Centre is operational and, with the Emergency Operations Manager, review the success of the emergency call-out.
- Manage the activities co-ordinated from the Emergency Centre, in the absence of the Emergency Operations Manager, maintaining an overview of information passing through the Centre.
- Assist in providing the Strategic Management Group (SMG), as requested, with appropriate information to aid them in decision-making.
- Arrange for liaison with other organisations as required.
- Assist in executing the instructions of the Strategic Management Group.
- Ensure staff rotas are established.
- Maintain records (logs) of all emergency activity (including, where possible, expenditure) and at the closing down of the Emergency Centre secure all logs, files and other records for future scrutiny.
- Arrange refreshment for all staff in the centre and oversee staff welfare and health and safety generally during and after the emergency.
- Shut down the Emergency Centre following stand-down at the end of the activation, ensuring that all equipment is returned to store and that all consumables are replenished ready for the next activation.

**Media Officer**

The Media Officer will be responsible for all incoming and outgoing communications systems in the Emergency Centre. He/she will perform the following functions:

- Alert Telephonists/Switchboard Operators (Customer Services Assistants) and RAYNET as necessary.
- Proceed to the Emergency Centre.
- Set up the furniture and equipment in the Emergency Centre.
- Arrange the installation of a temporary power supply, if necessary.
- Ensure that any temporary switchboards, 'Airwaves', satellite phones, etc, are operational.
- Ensure that all radio and other communications systems are manned and operational

### **MAJOR EMERGENCY AND CIVIL PROTECTION PLAN**

- Co-ordinating the issue of communications equipment and give instructions on use.
- With the Customer Services Manager manage the public enquiry lines at the switchboard
- Ensure that appropriate security systems are in operation to prevent unauthorised access to the Emergency Centre.
- On closure of the Emergency Centre, ensure that all equipment is returned.

## **3.6 INFORMATION TEAM**

### **Information Officer**

The Information Officer is a member of the Emergency Centre Operations Team. He/she is responsible for obtaining, collating, storing and producing the information needed by the Strategic Management Group and/or the Emergency Centre Operations Team. The Information Officer needs to be fully briefed on the situation prevailing at all times. He/she should read all important messages passing through the Emergency Centre. He/she will carry out the following duties: -

- Make alerting calls required as part of the Alerting Cascade.
- Proceed to the Council's Emergency Centre and assist in its correct setting up as quickly as possible.
- Manage and participate in the operation of the Message and Information Handling system in the Emergency Centre.
- Assist in providing the Strategic Management Group (SMG), as requested, with appropriate information to aid them in decision-making.
- Undertake such intra- and inter-organisational liaison as may be required as a result of the above activity.
- Assist in executing the instructions of the Strategic Management Group.
- Maintain records (logs) of all emergency activity (including, where possible, expenditure) and at the closing down of the Emergency Centre secure all logs, files and other records for future scrutiny.
- Take care of staff welfare during and after the emergency.

### **Information Team: Collators and Records and Clerical Officers**

The Information Team will support the Information Officer. Specific officers will perform allocated duties of Collator, and Records, Display and Clerical Officer. Principal duties include:-

- Proceed to the Council's Emergency Centre
- Record and manage, using the Council's Message and Information Handling system, all telephone and other messages coming into the Emergency Centre for the duration of activation.
- Receive copies of all messages and ensure that they are properly recorded and actioned.
- Scan all messages flowing into and out of the Emergency Centre, keep records and brief the Information Officer.

### **MAJOR EMERGENCY AND CIVIL PROTECTION PLAN**

- Clerical Staff will record information passing into the Centre by telephone and other means, using the information management system.
- The Collator will decide upon a subject heading for messages as they are received and write it on an Information Storage Sheet. Brief details of the message should be recorded on the sheet. The brief details of all subsequent messages received which have the same subject heading will also be recorded on that Information Storage Sheet.
- The Display Officer will set up maps, charts and visual displays and keep them constantly updated to help the Operations Manager and/or the Strategic Management Team.
- Maintain a record of staff on duty in the Emergency Centre.

#### **Telephonists/Switchboard/Call Centre staff**

- Carry out normal switchboard duties.

#### **Media Officer**

The Media Officer will attend the Emergency Centre and determine the Council's media relations policy. He/she will be supported, if necessary, by other Media Officers. The Media team will work closely with the Crisis Management Team, the Operations Manager and the Forward Control Officers.

The roles of Media Officers include:-

- Proceed to the Council's Emergency Centre.
- Assume responsibility for all contact with the media, identifying authorised Council spokespersons at an early stage.
- Foster a good relationship with the media for the collection and dissemination of information relating to the emergency.
- Liaise with the press officers of other involved organisations
- Promote public understanding of the Council's response by keeping the public as informed as possible.
- Organise press release, briefings and conferences.
- Provide background briefings to journalists, as appropriate
- Set up and (help) manage a (Joint) Media Briefing Centre (if appropriate).
- Together with the Strategic Management Group assess the need for the release of information to the general public and the most appropriate means for doing this.
- Work with the media to publicise help lines etc, set up by the Council
- Monitor media coverage of the incident and ensure that relevant information obtained from external sources is fed back into the Council's Emergency Centre.

#### **Security**

- Be responsible for the general security of the environs of the Emergency Centre.

**MAJOR EMERGENCY AND CIVIL PROTECTION PLAN**

- Monitor all authorised persons entering the Emergency Centre and maintain a record.
- Ensure that no unauthorised persons are allowed to enter the Emergency Centre or loiter in its vicinity.

**Messengers**

- Act as carriers of hard-copy messages etc within and between council buildings and elsewhere, as required.

**3.7 SENIOR MANAGERS – probable substitutes in brackets**

**Head of Policy -  
Development Control Manager -  
Project Delivery Manager -  
Building Control Manager -  
Environmental Health Services Manager –  
Enforcement / Regulation Manager -  
Benefits Manager -  
Housing Services Manager –  
Public Realm Manager -  
Emergency Planning Manager -  
Head of Finance and Resources -  
Head of Legal Services -  
Customer Services Manager –  
I T Manager (delivery) -  
Investigations Co-ordinator –  
Local Taxation Manager -  
Communications manager -**

**3.8 FORWARD CONTROL OFFICERS**

The usual area of work is given for each Directorate and wherever practical the type of emergency shall match the area of work of the Forward Control Officer deployed. If it is not possible to assign a member of staff from the appropriate area of work then anyone who can be contacted from a similar service will be asked to attend, so that a temporary presence is made at the scene in lieu of a more suitable subsequent deployment.

It will be expected that a maximum of 2 from the service whose area of work is closest to the type of incident / emergency will be deployed to the police cordon or SILVER command.

**EXECUTIVE DIRECTORATE**

**Housing (Landlord function)  
Private Sector Housing**

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**Public Realm**  
**Parks and open spaces**  
**Grounds Maintenance**  
**Refuse collection and recycling**  
**Drainage**  
**Markets**  
**Community Centres**  
**Cemeteries**

**FINANCE AND RESOURCES**

**Finance**  
**Human Resources**  
**Audit**  
**Buildings Administration**  
**Land and property**

**DIRECTORATE OF REGENERATION**

**Regeneration**  
**Town Centre**  
**Development Control**  
**Building Control**  
**Planning policy**  
**Community, culture and sports**  
**Orchard Theatre**  
**Museum**

**STRATEGIC DIRECTORATE**

**Information Technology**  
**Contact Centre**  
**Information and Communications**  
**Community Safety**  
**Regulation and enforcement**  
**Environmental Health**  
**Revenues and Benefits**  
**Health and Safety**  
**Property information (GIS)**

**LEGAL SERVICES**

**Data Protection**  
**Member and Cabinet Services**  
**Legal**  
**Freedom of Information**

Officers may be required to provide technical support at the site of the incident site, or at sites related to it (e.g. rest centres). Forward Control Officers represent the Council at the site of the emergency. Duties include the following:

### **MAJOR EMERGENCY AND CIVIL PROTECTION PLAN**

- Proceed to the scene of the incident, as directed, and make contact with the Police Commander and other agencies present.
- Make contact with the Emergency Operations Manager, or the Council's Emergency Centre, if/when established.
- Liaise with other organisations present at the scene, assessing the situation and passing on information to the Operations Manager Emergency Centre.
- Provide the main point of contact with local authorities for other organisations present at the scene.
- Without delay, pass on details of developments and requests for additional local authority support to the Council's Emergency Centre.
- Act as a focus for local authority services and decision-making at the scene of the incident.
- Deploy local authority services present at the scene.
- If possible, maintain records of activity.

### **3.9 BOROUGH LIAISON OFFICERS**

In a major emergency the number and variety of district council staff present at the incident site/scene may be sufficient to require local management. In such circumstances it will be beneficial to employ a senior manager in the role of District Liaison Officer both to act at a managerial level and also to liaise with other agencies at the scene. This officer will need to have sufficient authority to participate in 'Silver' meetings and make decisions and take on commitments on behalf of the council. Such a Liaison Officer may also be requested to attend Police 'Gold' in multi-district incidents. Duties include the following: -

- Proceed to the scene of the incident, as directed, and make contact with the Police Commander and other agencies present.
- Make contact with other local authority staff at the site/scene.
- Deploy local authority services present at the scene.
- Make contact with the Emergency Operations Manager, or the Council's Emergency Centre, if/when established.
- Liaise with other organisations present at the scene, assessing the situation and passing on information to the Operations Manager Emergency Centre.
- Provide the main point of contact with local authorities for other organisations present at the scene.
- Without delay, pass on details of developments and requests for additional local authority support to the Council's Emergency Centre.
- Attend
- Act as a focus for local authority services and decision-making at the scene of the incident, attending Silver and Gold level meetings as required, making decisions on behalf of the council as appropriate.
- If possible, maintain records of activity.

### **3.10 DIRECTORATE TEAMS**

The Council is required to continue to perform its functions specifically in the event of an emergency, *insofar as is reasonably practical*. Directorate staff who do not have a specific or seconded role in the emergency will carry out their

**MAJOR EMERGENCY AND CIVIL PROTECTION PLAN**

normal duties throughout the emergency, but with enhanced levels of activity produced by the emergency.

**3.11 KENT COUNTY COUNCIL LIAISON**

During office hours:

- County Emergency Planning Officer

Tel:                      Mobile:

Neil Johnstone - Emergency Planning Officer; Kent County Council Emergency Planning Unit

Direct Dial Extension No.

Out of Hours: via KCC Call Centre Tel: 08458 247247 Fax:

**3.12 EMERGENCY SERVICES LIAISON**

Gravesend Police Station

Tel:

(ask for Control Room Duty Inspector)

or direct dial (ex directory)

Tel:

**3.13 MAJOR EMERGENCY TELEPHONE CALL OUT LIST**

**The list of telephone numbers and addresses needed in the event of a major emergency are kept securely in the personal records maintained by Northgate Human Resources in compliance with the Data Protection legislation. These details are not included in this document and will be accessed by Human Resources in the event of an out of hours emergency or an emergency that involves the evacuation of the Civic Centre. A restricted list of the members of the Emergency Management and Operations Teams and their details are kept by each member of that group by consent for use in the mobilisation stages of an emergency.**

## MAJOR EMERGENCY AND CIVIL PROTECTION PLAN

### 4. OPERATION OF THE PLAN

Dartford Borough Council's subsequent response to the emergency will be managed by officers carrying out the emergency duties outlined below, in the context of the structures set out in this Plan (**Figures 2 and 3**).

#### DUTIES AND RESPONSIBILITIES IN AN EMERGENCY

1. Emergency Co-ordinator
2. Emergency Operations Manager
3. Emergency Centre Operations Team
4. Controlling Officers – Emergency Planning
5. Information Co-ordinator
6. Emergency Centre Manager
7. Assistant Information Co-ordinator
8. Legal Advisor
9. IT Advisor
10. Housing/Homelessness Advisor
11. Finance/ Audit Advisor
12. Human Resources Advisor
13. Media (Communications) Officer
14. Switchboard (Contact Centre) Operators
15. Security Officers
16. Enquiries Officers
17. Display Officers
18. Forward Liaison Officers
19. Directorate Teams
20. Kent County Council Emergency Planning Liaison Officers
21. Emergency Services Liaison Officers

#### 4.1 EMERGENCY CO-ORDINATOR

**The Emergency Co-ordinator will if required to join other responders to the emergency at a designated strategic (GOLD) or tactical (SILVER) command centre and delegate the Borough Emergency Centre command to the Emergency Operations Manager.**

If due to the extent or nature of the emergency neither command is established the Emergency Co-ordinator will lead the Council's response from the Borough Emergency Centre or other suitable location, and will;

1. Inform the Emergency Operations Manager who will arrange the establishment of the Borough Emergency Centre.
2. If the emergency is centred on a specific location then the Emergency Co-ordinator may request the deployment of a Forward Liaison Officer.
3. Attend the Borough Emergency Centre and undertake the following duties:
  - Head the Emergency Centre Operations Team
  - Assume overall control of the Council's activities
  - Take strategic action as necessary to support the activity of the Emergency Operations Manager and relevant Directorates

### **MAJOR EMERGENCY AND CIVIL PROTECTION PLAN**

- Alert the members of the Senior Members Group as considered necessary
- If necessary, authorise Press Releases and if required arrange or conduct Press Briefings
- With the Head of Financial Services will take the necessary action to obtain County or Government additional support, if the emergency requires such action
- Decide when to stand down and close the Borough Emergency Centre

## **4.2 EMERGENCY OPERATIONS MANAGER**

The role of the Emergency Operations Manager is to support, advise and substitute for the Emergency Co-ordinator in the event of a declared major emergency. If requested by the Emergency Co-ordinator the Emergency Operations Manager will carry out the following duties: -

- Remain the principal point of contact for the Borough's emergency response until the Borough Emergency Centre is established.
- Notify a relevant Forward Liaison Officer and instruct that person to attend the scene of the emergency in order to represent the Council.
- Proceed to the Borough Emergency Centre when it is operational and advise the Emergency Co-ordinator that it is operational.
- Call out the appropriate members of the Emergency Centre Operations Team and request that they attend the Borough Emergency Centre.
- Contact the Information Co-ordinator and Emergency Centre Manager who will arrange for key members of staff to establish the borough Emergency Centre and with them bring into operation Borough Emergency Centre staff shift arrangements, as necessary.
- Advise the Emergency Co-ordinator on the role of other organisations and on how to utilise their expertise.
- Arrange for liaison with other organisations as required.
- Advise the Emergency Co-ordinator and the Emergency Centre Operations Team about sources of additional resources.
- At the request of the Emergency Co-ordinator call together and brief the Emergency Centre Operations Team.
- If requires provide guidance for those staff undertaking Emergency Centre roles.
- In consultation with the Emergency Co-ordinator, determine when the Borough Emergency Centre will be closed and issue instructions accordingly
- Provide a report of the activities undertaken by the Council at the conclusion of the emergency.

If the Emergency Co-ordinator does not require the Borough Emergency Centre to be opened the Emergency Operations Manager to liaise with/advise and possibly accompany any Forward Liaison Officers at and to the scene of the emergency/incident.

## **4.3 EMERGENCY CENTRE OPERATIONS TEAM**

The Emergency Centre Operations Team (see **Figure 3**) will be headed by the Emergency Operations Manager and consist of representatives from each involved Directorate. Appropriate members of other organisations, e.g. Kent

### **MAJOR EMERGENCY AND CIVIL PROTECTION PLAN**

County Council Education/Social Services departments, utilities, emergency services may be invited to attend in order to contribute to the decision –making process. These officers will provide an information and management link between their Directorate or organisation and the Borough Emergency Centre. and will: -

- Attend the Borough Emergency Centre when requested.
- Advise the Emergency Co-ordinator and participate in the strategic decision-making process.
- Operate on behalf of their parent service identifying problems and tasks and taking action to solve them.
- Manage activities related to their Directorates outline responsibilities as detailed in **Section 5– OUTLINE RESPONSIBILITIES**.
- Take part, in and support, any standing or ad hoc working groups established to manage aspects of the emergency.
- Identify, either alone or with others, the major items of policy that have to be addressed in the short, medium, or long term. Ensure that these are drawn to the attention of the Emergency Co-ordinator.

#### **4.4 CONTROLLING OFFICERS – EMERGENCY PLANNING**

A Controlling Officer will accompany the Emergency Co-ordinator to GOLD or SILVER command if required in which event a second Controlling Officer will assist the Emergency Operations Manager in the management of the emergency and will carry out the following duties: -

- Ensure that all planned emergency systems [e.g. information, support] that may be required come into effect and operate smoothly.
- Advise the Emergency Operations Manager and the Emergency Centre Operations Team of the responsibilities of other organisations and their roles in an emergency as required.
- Act as the first point of contact for the Emergency Operations Manager and liaise with other organisations as appropriate.

#### **4.5 INFORMATION CO-ORDINATOR**

The Information Co-ordinator is responsible for managing the systems to gather, analyse, collate, display and disseminate information in an emergency. The person will carry out the following duties: -

- Proceed to the Borough Emergency Centre as directed and manage the "Emergency Information Systems" in accordance with "Section 3 - Information and Support" of the Civil Protection Plan.
- Service the Emergency Centre Operations Team and Public Relations (Communications) Officer with information.
- Join the Emergency Centre Operations Team as required to provide information.
- Provide information from the log of activities undertaken and any other records for the compilation of any subsequent report.

**MAJOR EMERGENCY AND CIVIL PROTECTION PLAN****4.6 EMERGENCY CENTRE MANAGER**

The Emergency Centre Manager will be responsible for personnel and domestic arrangements of the Borough Emergency Centre. If requested by the Emergency Operations Manager the Emergency Co-ordinator will: -

- Arrange for the Borough Emergency Centre to be set up, equipment to be re-located from work stations and elsewhere within the Council to the Emergency Centre and staffed with the assistance of: -
  - Assistant Information Co-ordinator
  - Enquiries Officers
  - Support staff
- Arrange for the re-location of staff who occupy part of the Emergency Centre space so that they can fulfil their responsibilities in the emergency as well as carry out their normal duties.
- If the incident occurs out of office hours then contact should be made with a keyholder requesting that the Civic Centre be opened and security measures taken.
- Call out and brief the following key members: -
  - Media (Communications) Officer
  - Legal advisor
  - I T advisor
  - Housing/Homelessness advisor
  - Finance/audit advisor
  - Switchboard (Contact Centre) Operators
  - Caretakers/Security
- Attend the Borough Emergency Centre and ensure that it has been established correctly and that all the appropriate staff and equipment are present.
- Ensure that appropriate security systems are in operation to prevent unauthorised access to the Borough Emergency Centre.
- Operate predetermined financial arrangements covering necessary expenditure for the purpose of Borough Emergency Centre activities
- Maintain a record of staff on duty.
- Arrange for refreshments and/or feeding in the Borough Emergency Centre.
- Bring into operation Borough Emergency Centre staff shift arrangements, as necessary.
- Arrange, where necessary, for emergency sleeping accommodation for staff in the Borough Emergency Centre (or elsewhere as necessary).
- Manage the information flow procedure as described Section 3 – Information and Support.
- Provide the Emergency Centre Operations Team as requested with appropriate information to aid them in their decision making.
- If required provide guidance for those staff undertaking Emergency Centre roles.
- Liaise with the Emergency Operations Manager and the Public relations Officer over the compilation of information for release to the media and the public.

### **MAJOR EMERGENCY AND CIVIL PROTECTION PLAN**

- Secure all records and files (in whatever format they may take) maintained in the Borough Emergency Centre for future scrutiny.
- On closure ensure that all staff and/or other organisations involved in support activities are informed and release staff to revert to their normal duties.
- Arrange for the reinstatement of the accommodation when the Borough Emergency Centre closes down.

#### **4.7 ASSISTANT INFORMATION CO-ORDINATOR**

- Assist the Emergency Centre Manager with the preparation of the Borough Emergency Centre with particular reference to material used in information handling and equipment needed for staff to function effectively and efficiently during the incident.
- Manage Information Flow within the Borough Emergency Centre, as set out in Section 3 - Information and Support reporting to the Information Co-ordinator.
- Ensure that Enquiries Officers log ALL messages and that the display officer displays relevant information.
- Where paper systems have been used, ensure that yellow copies of the message form are obtained and are matched to the blue, thus ensuring that messages are always followed up.

#### **4.8 LEGAL ADVISOR**

To advise the Emergency Co-ordinator and Emergency Operations Manager as to its responsibilities and liabilities in dealing with the emergency to minimise the possibility of ensuing legal action against the Council either during or after the incident.

#### **4.9 I T ADVISOR**

To advise the Emergency Co-ordinator and Emergency Operations Manager as to

#### **4.10 HOUSING / HOMELESSNESS ADVISOR**

#### **4.11 FINANCE / AUDIT ADVISOR**

#### **4.12 HUMAN RESOURCES ADVISOR**

#### **4.13 MEDIA (COMMUNICATIONS) OFFICER**

**In most major emergencies the Police lead on information to the public.**

This is a key role, since even a small incident may attract national media interest and a major one will bring in the media from around the world – resulting in pressure on the scale of a significant emergency in its own right. Normal day-to-day press officer duties will be involved, but carried out under extreme pressure and often through the medium of a Joint Media Briefing Centre (where all

## **MAJOR EMERGENCY AND CIVIL PROTECTION PLAN**

organisations involved in the response will pool their resources and co-ordinate their activities).

- Assume responsibility for all contact between the Council and the media.
- Maintain close liaison with media officers from other organisations.
- Prepare material for release to the media.
- Arrange for briefings/press conferences, as required.
- Together with the Emergency Operations Manager and the Information Co-ordinator assess the need for the release of information to the general public and the most appropriate means for doing this.
- Monitor media coverage of the incident.
- Ensure that relevant information obtained from external sources is fed back into the Borough Emergency Centre.

### **4.14 SWITCHBOARD (CONTACT CENTRE) OPERATORS**

- Ensure that the Merlin and PABX switchboards are operational.
- Operate the switchboards (in reception and Emergency Centre) and the Borough radio system (in Car Parks Administration).
- Forward all calls to the appropriate destination, if known.
- If the destination is not known, forward call to Enquiries Officers.

### **4.15 SECURITY OFFICERS**

If the emergency is out of office hours proceed to the Civic Centre and provide access to those only those staff dealing with the incident and those authorised by the Emergency Centre Manager to be allowed into the building.

- Assist Emergency Centre Manager with security and maintain a record of visitors including times of arrival and departure, etc, as would be done in day to day duties.
- If possible, provide an internal messenger service

### **4.16 ENQUIRIES OFFICERS**

- Assist Emergency Centre Manager with preparation of the Borough Emergency Centre.
- Working with the Information Co-ordinator and Display Officer, carry out the information systems as set out in Section 3 - Information and Support.
- Specific responsibilities may include:
  - forwarding inbound calls to appropriate destination
  - recording inbound messages on the message forms (or electronically if directed)
  - displaying information - storing information (keeping the log)
  - sending outbound messages and determining the best route

### **4.17 DISPLAY OFFICER**

### **MAJOR EMERGENCY AND CIVIL PROTECTION PLAN**

The Display Officer will, when alerted, attend the Borough Emergency Centre and carry out the following tasks: -

- Be briefed by the Emergency Centre Manager on the prevailing situation.
- Set up maps, charts and visual displays and keep them updated to help the Emergency Centre Operations Team as well as others working in the Borough Emergency Centre.
- Interrogate messages received for information to be displayed.

The type of information to be displayed may include the following: -

- A map showing the extent of the problem.
- Details of Rest Centres set up, their capacity number of persons sent there, contact telephone numbers, etc.
- A chart showing the names and roles of Officers on duty in the Borough Emergency Centre.
- A list of resources available and in use. This would include vehicles of all types, sandbags, barriers, tarpaulins and the like.
- Details of the Emergency Co-ordinator's next briefing.

#### **4.18 FORWARD LIAISON OFFICERS**

The Forward Liaison Officer(s) represents the Emergency Co-ordinator at the forward control (sometimes referred to as Police SILVER control) at the scene of the emergency to gain an overview. Duties will include the following: -

- Attend the incident and make contact with emergency services present, and act as a focus for Council involvement.
- Determine the extent of Local Authority resources required, arrange for its attendance, and manage its activity at the scene; passing details of all developments to the Emergency Operations Manager/Borough Emergency Centre as soon as possible.
- Establish and maintain contact with the Borough Emergency Centre.
- Ensure all relevant information is passed on.
- Liaise with other organisations present.
- It may be necessary and certainly advisable, to be in possession of a mobile phone that is protected from Cellular overload (ACCOLC) as the location of the incident may make communicating with the Borough Emergency Centre difficult. Ensure the Emergency Centre Manager is aware of your contact number.
- Depending upon the scale of the incident, it may be necessary to send two Forward Liaison Officers to the site of a major emergency. This will enable one Officer to enter into discussions with other Forward Liaison Officers from other organisations, whilst the supporting Officer establishes and maintains a line of communication with the Borough Emergency Centre.
- Depending upon the scale of the incident, it may be necessary to send two Forward Liaison Officers to the site of a major emergency. This will enable one Officer to enter into discussions with other Forward Liaison Officers from other organisations, whilst the supporting Officer establishes and maintains a line of communication with the Borough Emergency Centre.
- Forward Liaison Officers must have the following with them at the scene of the emergency: -

### **MAJOR EMERGENCY AND CIVIL PROTECTION PLAN**

- Up to date Civil Protection Plan, on laptop if possible, with message and log pad software for mailing to and from Borough Emergency Centre.
- Mobile phone, protected by ACCOLC.
- Protective clothing
- Current personal works ID badge – not “access to Civic Centre” badge.
- High visibility jacket, vest or tabard with appropriate ‘DBC - Forward Liaison/Control Officer ’ identification.
- Other documents, e.g. personal telephone number book, diary, procedure manuals, which may be of use in dealing effectively with situations as they occur at the incident

#### **4.19 DIRECTORATE TEAMS**

Action within each Directorate will take place by staff in their normal offices and will be tasked by the Emergency Centre Operations Team. The overall management responsibility within the Directorate remains with the relevant Director/nominated deputy/most senior manager present. Information within each Directorate will be handled by administrative staff, as part of their normal duties as far as is possible depending on the scale and extent of the emergency. Information will be disseminated as set out in **Section 3** - Information and Support.

#### **4.20 KENT COUNTY COUNCIL LIAISON OFFICERS**

- Activate the appropriate emergency response; where necessary alerting Officers from other County Council Departments
- Ensure that Kent County Council's Outline responsibilities are fulfilled, as appropriate.

#### **4.21 EMERGENCY SERVICES LIAISON OFFICERS**

- Liaise with Local Authority Officers and representatives of other organisations present in the Borough Emergency Centre.

### **5 OUTLINE RESPONSIBILITIES IN A MAJOR EMERGENCY**

In Kent outline responsibilities for organisations likely to become involved in an emergency have been agreed. The outline responsibilities the Council and its constituent services, together with the responsibilities of Kent County Council, the Emergency Services and other involved organisations are set out in the section, as follows;

#### **5.1 DARTFORD BOROUGH COUNCIL AND CONSTITUENT SERVICES**

- Dartford Borough Council
- Executive Directorate

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- Finance and Resources
- Strategic Directorate
- Regeneration Directorate
- Legal
- Cabinet Members Group

### **5.2 KENT COUNTY COUNCIL, EMERGENCY SERVICES AND OTHER ORGANISATIONS**

- Kent County Council
- Emergency Planning Unit
- Education and Libraries Department
- Social Services Department
- Highway Services
- Kent County Constabulary
- British Transport Police
- Kent Ambulance (NHS) Trust
- Kent Fire Brigade
- West Kent Health Authority
- Environment Agency (to be published)
- Port of London Authority
- Women's Royal Voluntary Service
- St Johns Ambulance Brigade
- British Red Cross Society
- Radio Amateurs Emergency Network (RAYNET)

## **6 RECOVERY AND RESTORATION**

### **6.1 Introduction**

- The rehabilitation and reconstruction of a community affected by a major incident must not be overlooked by those responding. As the immediate response becomes reduced, the local authority is likely to take a lead through the transition to the restoration of normality.
- This section, which summarises a Home Office guidance document "Recovery: An Emergency Management Guide" considers the main aspects of the recovery phase of an emergency. It does not include instructions on what to do, but raises issues which may need to be considered according to the circumstances.

### **6.2 Rebuilding the Community**

- The physical reconstruction and restoration of amenities and normal services need to be managed effectively, with due consideration given to the wishes of the community. The authority may be under some pressure to restore any services interrupted as a result of an incident.

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- The public will accept and make allowances for a period of disruption whilst the response is ongoing. However expectations will rise as time progresses, and there will be pressure to restore services to demonstrate that the authority is coping, thus enhancing public confidence.
- Throughout the recovery phase the local community should be involved. This should include active consultation with appropriate groups on matters such as reconstruction and improvements as well as ensuring that a suitable public information strategy is established.
- Physical clearance and reconstruction must be considered as a priority. The appearance of the affected area may be the only public measure of activity. However areas such as the improvement or creation of facilities and initiatives to prevent repeat occurrences must not be overlooked.
- The need for a memorial should also be considered as part of consultations with the community.

## **MAJOR EMERGENCY AND CIVIL PROTECTION PLAN**

### **6.3 Managing resources**

- Any emergency which lasts for more than a few days is likely to have a significant impact on the authority's material and human resources.
- The additional workload will affect normal services, and a strategy to ensure that staff are available to deal with these as well as with the recovery may be necessary. Staff are likely to find themselves under greater stress than usual, either from workloads or from the nature of their work, and this must be recognised.
- As well as the need to make the best use of limited resources, it may be necessary to manage an influx of offers of help. These may be of practical assistance or of goods for those affected.
- Offers of help should be registered and procedures to co-ordinate them should be considered.
- Donated goods must be stored, and a means of identifying suitable uses for them must be established. This process should also include a disposal mechanism for unused donations.

### **6.4 Community welfare**

- Support to those affected by an incident is a crucial part of the recovery process, and could well require a long term commitment by the authority. A number of agencies may be involved, and this will need to be co-ordinated.
- The provision of support to the public will include emotional support by Social Services and other related groups, and practical advice and assistance. The establishment of readily identifiable points of contact, such as public helplines, 'drop in centres' or leaflets / newsletters should be considered.
- Although ideally families which have been displaced by the incident should be returned home as soon as possible, consideration must be given to their need for alternative accommodation. There may be sensitivities around the location, type and standard of this accommodation which would not be an issue in routine housing decisions.

## **6.5 Strategic issues**

- It may be appropriate to establish a multi-agency group to look into aspects of the recovery phase. This group would aid the flow of information between its constituent members, and could include representation from local government, the emergency services, public services and utilities, the private sector, local trade and business associations and community groups.
- The economic impact of the incident may be significant. The immediate effects on local businesses must be considered, as must the long term economic development of the area. Tourism and other areas which rely on a regular influx of visitors may suffer for some years following a disaster which becomes synonymous with a place name.
- Analysis of a major incident is now typically accompanied by legal considerations. These may be questions of financial reimbursement, but there may also be direct litigation. It is essential that comprehensive records of decisions, actions and expenditure are maintained. Legal issues may continue for many years, and it is important that these records are retained accordingly.