



COUNTY EMERGENCY CENTRE

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FREEDOM OF INFORMATION

The contents of this plan are assumed to be accessible to the public and to staff, unless an exemption under the Freedom of Information Act 2000 has been identified during the drafting process.

Detailed guidance about applying the exemptions is available from foihelpdesk@libher.suffolkcc.gov.uk or call 01473 264618

<p>Please indicate opposite any exemptions you are claiming.</p>	<p><u>This plan contains information:</u></p>	<p>Please insert an "X" if relevant</p>
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<p></p>	<p>11. that may not be disclosed by law</p>	
<p></p>	<p>12. other Please describe</p>	



COUNTY EMERGENCY CENTRE PLAN

PLAN ADMINISTRATION

STATEMENT OF COPYRIGHT

This document is subject to copyright legislation and no part or parts thereof shall be copied by any means without the approval of the Head of Emergency Planning Suffolk Joint Emergency Planning Unit Ground Floor Endeavour House 8 Russell Road Ipswich IP1 2BX

DOCUMENT CONTROL

The information below details the recipients of this plan, together with their copy number. This is a Controlled document (only those persons listed below will receive amendments and revisions).

This plan was compiled by:

Ian Bushnell, Emergency Planning Officer, Suffolk Joint Emergency Planning Unit.

REVISION PROCEDURE

This plan will be reviewed annually by the Suffolk Joint Emergency Planning Unit; revisions will include lessons identified from exercises and/or actual incidents, and changes in risks and/or legislation.

Any amendments will be issued as replacement page(s).

A formal review of the plan will be conducted at a maximum of 5 year intervals and the plan re-issued.

This is a controlled document so only those persons on the distribution list will receive amendments and revisions.

COUNTY EMERGENCY CENTRE PLAN

INTRODUCTION

1.1 AIMS AND OBJECTIVES

Disasters have a variety of causes and effects. No two incidents are exactly the same, and the effects are likewise different. They can be either man-made or natural and some constitute a minor incident to one agency while another could regard it as a major emergency, depending on their involvement. Where an emergency requires a county council response, manpower and resources must be coordinated appropriately and effectively.

The County Emergency Centre (CEC) provides a focal point from which Suffolk County Council (SCC) can coordinate response activities. This document sets out the operating procedures for the CEC. It provides guidance on the actions required when opening, operating and closing the Centre. The CEC will also act as a focal point for corporate business continuity coordination, and will link with directorate-led business continuity activity.

This plan should be read in conjunction with the SCC Emergency Response Plan, and, if needed, Service Office business continuity plans.

1.2 WHO THE PLAN IS FOR

All persons with a duty to perform within the CEC.

SCC COUNTY EMERGENCY CENTRE PLAN

ACTIVATION AND IMPLEMENTATION

2.1 WHO WILL ACTIVATE THE PLAN

Activation of this plan will be on the authority of the Duty Director.

1.3 WHEN WILL THE PLAN BE ACTIVATED

The Plan will be activated following or in anticipation of a major incident, or a Business Continuity issue. The decision to declare an incident as 'major' can be made by a partner agency, or when there is a requirement to coordinate the response of two or more Service Offices.

Depending on the intensity or the time scale of the incident, it may be decided to activate the CEC as part of a phased approach. The stages are:

Stage 1: Opening the CEC with a skeleton staff, primarily to monitor a situation as it develops, or in anticipation of an incident escalating in intensity over time, e.g. serious flood warning, an anticipated fuel crisis, or to monitor business continuity activity.

Stage 2: Opening the CEC with a full complement of CEC staff.

Stage 3: Opening the CEC with a full complement of staff, including LOs from Service Offices, the Communications Unit and the voluntary organisations.

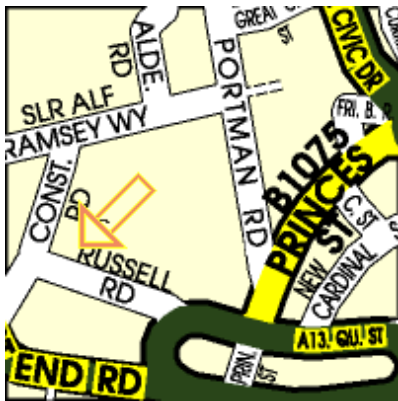
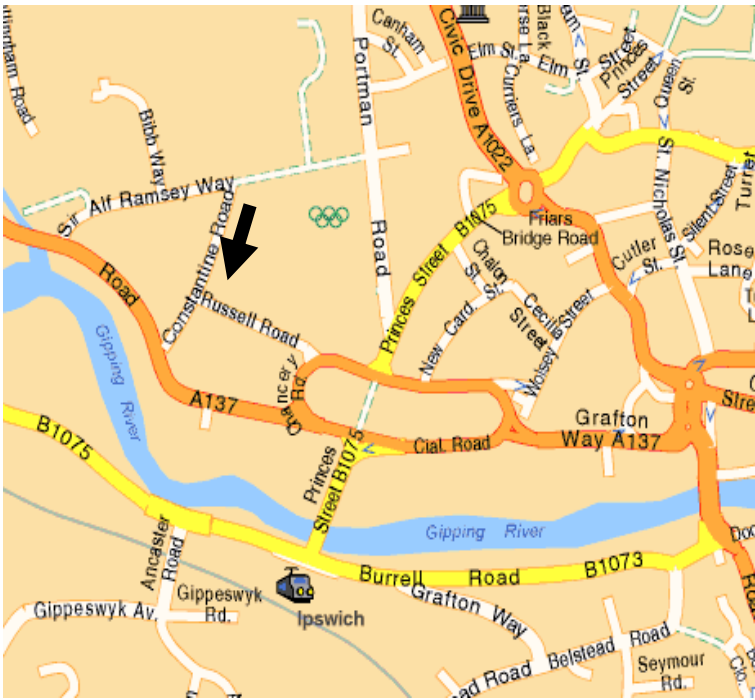
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3

SCC COUNTY EMERGENCY CENTRE PLAN

3 SITE INFORMATION

3.1 SITE ADDRESS

Block 3 Ground Floor
Endeavour House 8 Russell Road
Ipswich IP1 2BX



3.2 SITE ACCESS

Access to the CEC is restricted to members of the Suffolk Joint Emergency Planning Unit, and the CEC staff as listed in paragraph 4.4 below. Other personnel may be specifically invited or required to attend and will be met at Reception and their details recorded. If necessary visitors will be issued with an ID badge during their stay.

SCC COUNTY EMERGENCY CENTRE PLAN

4 KEY ACTIONS AND RESPONSIBILITIES

4.1 ROLE OF THE CEC

4.1.1 The role of the CEC is:

- a. To provide a central focal point for the coordination of SCC activity before, during and after an incident that is beyond the normal management structures to effectively manage
- b. To receive, filter, display and disseminate information
- c. To record messages and associated actions
- d. To liaise with other services, organisations and agencies involved in the emergency
- e. To respond to and coordinate requests for personnel, resources and assistance
- f. To provide regular briefings and information to the CMT and Cabinet

4.1.2 During the crisis response phase, the real-time tracking of incidents, response and resource allocation is critical. Resources will be in short supply while multiple requests for help and information are received.

4.2 EVENTS LEADING TO THE OPENING OF THE CEC

Immediately following an incident the Joint Emergency Planning Unit (JEPU) / Emergency Planning Duty Officer (EPDO) will monitor the situation. If and when appropriate, the JEPU / EPDO will inform the SCC Duty Director of the situation and discuss the SCC reaction. The Duty Director will make strategic level decisions on the SCC response. If the incident requires a coordinated response by a number of County Service Offices, or if SCC is required to assist or support another agency, the CEC will be opened in Endeavour House, Ipswich.

4.3 OPENING THE CEC

4.3.1 Once authorised, the central team staff of the JEPU will convert the Endeavour House ground floor Oasis Knowledge Centre into the agreed CEC layout ([Appendix 6.1](#)). This will involve closing the Oasis Knowledge Centre for normal use. Facilities Management are responsible for the day-to-day management of the Oasis Knowledge Centre and will assist if necessary. A member of the JEPU will adopt the role of Operations Coordinator (Ops Coord). An email will be sent to all Constantine House and Endeavour House staff warning them the CEC is open ([Appendix 6.2](#)). A global email to all SCC staff can be sent if necessary via the Server Support Engineers on ext. 4478. During working hours a tannoy message will be made from reception informing staff that an emergency situation is in progress ([Appendix 6.4](#)), the CEC is open and non-urgent telephone calls and emails are to be avoided until further notice. A notice to inform staff can be placed on the SCC Intranet (COLIN) via Corporate Internal Communications,

ext 5187. Action Card for opening the CEC is at [Appendix 6.5.1](#). The combination to the key cabinet is held by security in the CCTV Control Room and all members of JEPU.

4.3.2 As required, dependant upon the nature of the incident and the potential support needed (see SCC Response Plan, section 5 – Directorate Response Matrix), Service Liaison Officers will be requested, as appropriate, to provide a link to their Directorate Management Teams (DMT). All arrivals will be met at CEC Reception, where they will, if necessary, be badged and escorted to the Operations Coordinator for briefing on the incident and the role and facilities of the CEC.

4.3.3 Feeding

To be confirmed: Arrangements are in hand to enter into a contract with County Catering to provide food and refreshments to CEC staff during out of hours opening. These arrangements will be recorded here on completion.

4.4 RESPONSE ROLES

4.4.1 Duty Director

The Duty Director is the SCC out of hours executive contact. Fire Control, 01473 588933, hold a copy of the Duty Director call out roster. The decision whether to open the CEC, and to initiate the recall of appropriate council staff rests with the Duty Director. In the event of GOLD being activated, the Duty Director will attend Police HQ as the strategic representative of the Council.

4.4.2 Operations Coordinator (Ops Coord)

The Ops Coord (either JEPU's Senior Emergency Planning Officer, or Business Continuity Manager) is responsible for:

Overseeing CEC operations.

Ensuring information flows efficiently to and from the Service Office and other LOs.

Providing advice on operational and tactical emergency response conducted by Service Offices through Service LOs

Liaising regularly with GOLD (Duty Director or Support Staff)

Providing updates for the CMT and Cabinet.

4.4.3 Service Liaison Officers

For the purposes of this plan the use of the term Service Offices shall include CSD, who will react in emergency situations in the same way as any other SCC Service Office. During normal working hours Service Offices providing support to the SCC emergency response will be required to provide a liaison officer to be based in the CEC to manage Service Office emergency support activity. Outside normal working hours liaison officers are drawn from their Service Offices' out of hours recall lists (through Fire Control on 01473 588933) and act as the link from the CEC to the Service Office itself. Initially, liaison officers will only be contacted if their Service Office has emergency supports requirements. It is incumbent upon the Service LOs to ensure that whenever, during the incident, they are to leave the CEC for any reason, they must arrange for a deputy and notify the Operations Coordinator accordingly.

4.4.4 Tactical and operational activity will be at Service Office level, guided by the strategic decisions of the CMT and coordinate via the CEC. The Service LOs have a key role in the coordination of activity through the sharing of information and arranging support.

4.4.5 Communications Unit Liaison Officer

A representative of the Communications Unit who acts as a direct link between the Operations Coordinator and the Press Office. The Communications Unit Liaison Officer is not in the CEC to speak to the Press, and all calls from the Press are to be directed to the Communications Unit, ext 4397. Outside normal working hours before the Press Desk is staffed contact with the Press Officer is via Fire Control on 01473 588933.

4.4.6 CEC Receptionist

A member of the FM Central Services Team reporting to the Operations Coordinator, the CEC Receptionist is responsible for greeting all visitors to the CEC, remembering that access to the CEC is restricted to essential personnel only, and not as a meeting room for others just to be "near the action". CEC Reception will ensure visitors' details are recorded on the Signing-in Sheet before introducing them to the Operations Coordinator as appropriate. (The CEC Receptionist's role may be filled by a member of the Emergency Operations Officers (EOO) Support Team until a member of the FM Central Services Team is available.)

4.4.7 Voluntary Organisation (VolOrg) Liaison Officer

Situated in the CEC this LO from the Suffolk Voluntary Organisations Group (SVOG) is responsible for coordinating the work of the various voluntary organisations involved in the incident. The VolOrg LO has a self-maintained "Battle Box" situated in the CEC. (The VolOrg LO's role may be filled by a member of the Support Team until a member of SVOG takes over, and even then may be required to remain and assist the SVOG representative.)

4.4.8 Support Team

Staffed by Emergency Operations Officers (EOOs), the Support Team receives, records, collates, disseminates and displays information primarily for the Operations Coordinator and others working in the CEC. The Team includes:

a. **Support Team Manager.** Reporting to the Operations Coordinator, this role should be filled during the early stages of the incident by a JEPU EPO. At an appropriate time, i.e. once the CEC is running to a suitable routine, the role can be delegated to an experienced EOO with supervisory skills. At all times the Support Team Manager should consult the Operations Coordinator when ever in any doubt. The role is responsible for:

guidance and advice to the Support Team,
briefing incoming Support Team members as appropriate,
consulting with the Operations Coordinator on message distribution and information display, etc.,
as required
checking equipment availability and serviceability, and reporting problems to Facilities Management
the overall management of the Support Team, including:
staffing
administration
refreshments
shift change (see para 4.4.12)
transportation and
rest facilities of the CEC Support Team

(Outside normal working hours it may become necessary to extend these duties to include other personnel operating within the CEC, i.e. Liaison Officers (LOs), and other officials.)

b. **Data Handling Team.** Reporting to the Support Team Manager, the Data Handling Team consists of a group of telephone, radio and computer operators who are responsible for receiving and sending all messages in and out of the CEC not handled directly by other members, ensuring that in the event of the electronic information management system being unusable, a written record of each message is passed to the Log Keeper.

c. **Log Keeper.** The information handled by the team as a whole is key to the decision-making process. As a consequence accurate records need to be kept of the messages received and the actions taken. Reporting to the Support Team Manager, the Log Keeper will be an experienced EOO with good ICT skills who is responsible for monitoring both incoming and outgoing messages on the electronic information management system, or, in the event of the electronic system being unusable, maintaining a written Message Log from which a serial number is allocated for each individual message. The Log Keeper then passes the messages to the Support Team Manager for action. The Log Keeper is responsible for ensuring the electronic log is operating correctly and, if considered necessary, obtaining a printed copy on a regular basis. The Log Keeper will be responsible for the maintenance of the AIMS computer-based information management system. The Operators using the system should have received specialised training.

d. **Displays Clerk.** Reporting to the Support Team Manager the Displays Clerk is responsible for displaying all appropriate information within the CEC. This includes written notes, maps and drawings as well as electronic display systems, including the Atlas Ops LT mapping system that runs in conjunction with AIMS. Use of this system will require specialised training. Manual systems must always be in place as an alternative should the electronic systems fail. Time sensitive displays will be updated as and when required and displays will at all times reflect the current situation and the progress of the incident. Information can be displayed using a combination of media as appropriate, e.g.

- i. Whiteboards
- ii. Wall Maps
- iii. Data Projectors
- iv. Computerised Mapping programmes
- v. Plasma Screen Television

4.4.9 Information will be collected from all available sources both internally and externally. Although a certain amount of information will arrive at the CEC as a matter of course, there is a need to be proactive in seeking sources and contacts. The Support Team may find themselves contacting, for example, Service Offices, District/Borough Councils, Emergency Services, Local Authority staff and LOs at the scene, Service LOs, contractors and other involved private companies, etc.

4.4.10 Personnel should expect to work shifts of no longer than 8 hours in the CEC, although these hours may be changed to suit different circumstances.

4.4.11 Most of the foregoing roles have action cards available within this Plan. These can be found at [Appendix 6.5](#). They do not supersede this plan and are for guidance only.

4.5 COMMUNICATIONS

4.5.1 During an emergency situation the primary means of communication with the CEC will be by landline telephone, radio (Airwave), email and fax. All calls from emergency response partners will come through the CEC. Calls from the media will be passed to the Communications Unit, and calls from the general public for information or advice will be directed to a Call Centre.

4.6 CLOSING DOWN PROCEDURES

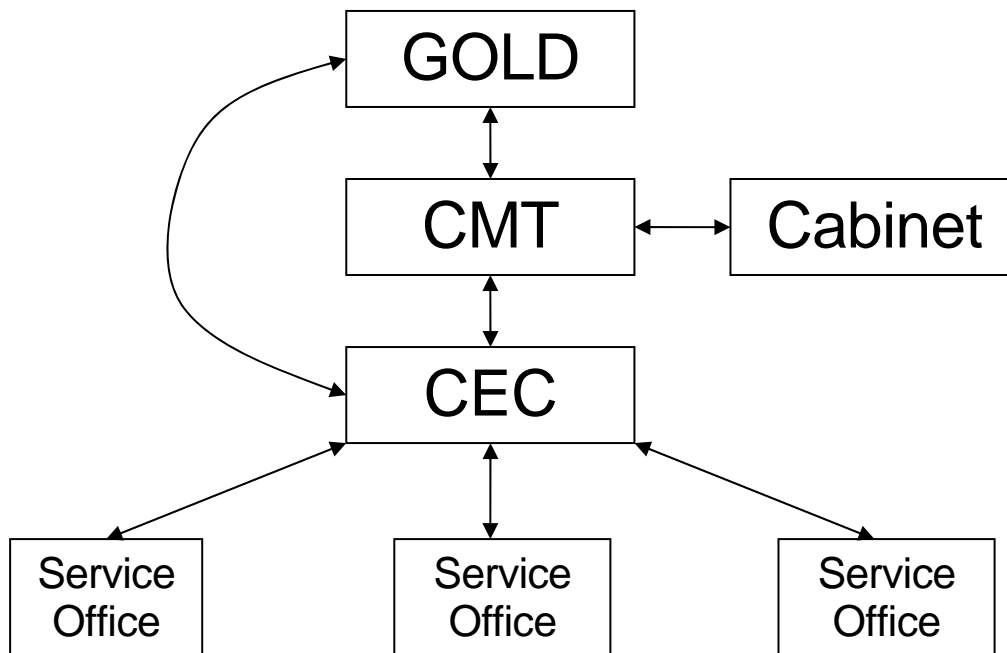
4.6.1 Closure of the CEC will be on the authority of the SCC Chief Executive or the Duty Director. Following such authority the Operations Coordinator and staff will adopt the closing down procedure. The CEC will not physically close until all deployed staff have returned to base, or the incident has reached a stage whereby it is of a sufficient size to be dealt with as part of the daily function of the council. If, in the later case, staff are still deployed, they must be informed of the closure and a contact number made available should a need for assistance arise.

4.6.2 The Operations Coordinator is responsible for ensuring that all documents, messages, logs and forms are gathered up and, as far as possible, grouped together logically and kept in a secure place. A digital camera should be used to record information displayed on whiteboards and maps. These images can be stored electronically for reference at a later date. The Operations Coordinator will ensure that the Oasis Centre is returned to normal daily use as soon as practicable, an email is sent to all staff who received the opening email to this effect ([Appendix 6.3](#)), any cleaning and removal of waste paper, etc. is arranged and all equipment properly secured. If a tannoy message was made on opening the CEC another should now be made on closing ([Appendix 6.4.2](#)).

SCC COUNTY EMERGENCY CENTRE PLAN

STRATEGIC AND TACTICAL COMMUNICATIONS

The following flow chart maps the flow of information, decisions and directives between the various involved Service Office Liaison Officers (Service LOs), the County Emergency Centre (CEC), the Corporate Management Team (CMT), the Cabinet, and the Strategic level management organisation (GOLD Command). As can be seen, this flow is two-way and is also in conjunction with the District / Borough Management and Tactical teams, as well as SILVER command.



SCC COUNTY EMERGENCY CENTRE PLAN

6 APPENDICIES

- 6.1 CEC floor plan & contact numbers
- 6.2 e-mail to all SCC personnel when the CEC is activated
- 6.3 e-mail to all SCC personnel when the CEC is closed
- 6.4 tannoy message to all staff
- 6.5 action cards
- 6.6 CEC zip wallet contents list

6.1 CEC CONTACT NUMBERS AND FLOOR PLAN

Apart from the Displays Clerk and Log Keeper, the CEC seating arrangements are flexible, although in the main they will be as follows:

Oasis Centre/CEC numbered workstations as shown on the CEC Floor Plan:

1, 2, 7 & 8: EOO Support Team

3, 4, 5 & 6: Service Liaison Officers

The Operations Coordinator, VolOrg LO and Communications Unit LO will occupy seats as indicated on the floor plan.

6.2 email to all scc personnel when the cec is activated

To: CSD all staff; Endeavour House All

From: CEC Operations Coordinator

Subject: Activation of County Emergency Centre (CEC)

An incident has occurred at []. This emergency may require high levels of response by a variety of Council services; details of the emergency will be circulated as soon as they are available.

In order that the County can deal with this emergency in the most appropriate manner it has been decided to open the County Emergency Centre (CEC).

With immediate effect the Oasis Centre, ground floor, block three, Endeavour House, Ipswich will cease dealing with normal business and become the CEC until further notice. Access to the CEC is restricted and will be granted to authorised persons only.

All personnel are to ensure that non-urgent telephone calls and e-mails are avoided for the duration of the emergency to ensure the systems do /not become overloaded.

Due to the widely publicised direct-dial telephone numbers for all Council services it is likely that some calls relating to the incident will be made to internal extensions other than the CEC. These may include calls from the media seeking an ad-hoc comment on the situation. It is most important that an informed, consistent and helpful response is given, so any media release should only be made through approved channels.

If you receive any calls relating to the emergency take the following action:

1. Note full details of:
 - a. The caller (name, organisation, address)
 - b. Their contact information (tel, fax, e-mail, mobile)
 - c. The message or request for Council Services.
2. Advise the caller that details will be passed immediately to the CEC for priority assessment and appropriate action and the CEC will reply if necessary with details of any action taken. Do not make any offers of help or information yourself unless strictly authorised to do so.
3. E-mail the details of the call to emergency.planning@epu.suffolkcc.gov.uk, unless a specific target address is otherwise stated. E-mailing details will facilitate onward transmission by CEC staff to the appropriate person or organisation.

Calls via the main switchboard or CCTV Control should, unless the Operations Coordinator is specifically requested, be forwarded to any of the CEC workstations.

Personnel are reminded to preserve all documents raised in relation to the emergency. Any changes to, or cessation of these arrangements will be notified to all staff.

The Chief Executive would like to thank all Suffolk County Council staff for their help and cooperation during this emergency.

6.3 EMAIL TO ALL SCC PERSONNEL WHEN THE CEC IS CLOSED

To: CSD all staff; Endeavour House All
From: Operations Coordinator
Subject: Closure of County Emergency Centre (CEC)

The incident which caused the activation of the CEC has now reached a stage which no longer requires the facility.

The Oasis Centre, Endeavour House, Ipswich will be returned to normal business as soon as possible.

Staff are reminded that due to the widely publicised direct-dial telephone numbers for all Council services it is likely that some calls relating to the incident will be made to internal extensions other than the CEC. These may include calls from the media seeking an ad-hoc comment on the situation. It is most important that an informed, consistent and helpful response is given, so any media release should only be made through approved channels.

If you receive any calls relating to the emergency take the following action:

1. Note full details of:
 - a. The caller (name, organisation, address)
 - b. Their contact information (tel, fax, e-mail, mobile)
 - c. The message or request for Council Services.
2. Advise the caller that details will be passed immediately to the CEC for priority assessment and appropriate action and the CEC will reply if necessary with details of any action taken. Do not make any offers of help or information yourself unless strictly authorised to do so.
3. E-mail the details of the call to emergency.planning@epu.suffolkcc.gov.uk, unless a specific target address is otherwise stated. E-mailing details will facilitate onward transmission by CEC staff to the appropriate person or organisation.

Calls via the main switchboard or CCTV Control should, unless the Operations Coordinator is specifically requested, be forwarded to any of the CEC workstations.

Personnel are reminded to preserve all documents raised in relation to the emergency.

The Chief Executive would like to thank all Suffolk County Council staff for their help and cooperation during the emergency.

6.4 TANNYOY MESSAGES TO ALL STAFF

6.4.1 On opening the CEC

“May I have your attention, please. A major incident has occurred at _____

This emergency may require high levels of response by a variety of Council services and details of the emergency will be circulated as soon as they are available.

In order that the County can deal with this emergency in the most appropriate manner, it has been decided to open the County Emergency Centre.

With immediate effect, the Oasis Centre on the ground floor of block three will cease dealing with normal business and become the County Emergency Centre until further notice.

The County Emergency Centre is a Restricted Area and access will be granted to authorised personnel only.

Wherever possible, please restrict your use of non-urgent telephone calls and e-mails for the duration of the emergency.

An email will be circulated advising you of the actions you should take if you receive an enquiry regarding this emergency.

Thank you”

Repeat once after 1 minute.

6.4.2. On closing the CEC

“May I have your attention, please. The incident which caused the activation of the CEC has now reached a stage which no longer requires the facility.

The Oasis Centre will be returned to normal business as soon as possible.

The Chief Executive and The Joint Emergency Planning Unit would like to thank all Suffolk County Council staff for their help and cooperation during the emergency.”

Repeat once after 1 minute.

6.5 ACTION CARDS

Action Cards are aide-mémoires for use by individuals to ensure that all necessary actions are carried out. Some flexibility may need to be exercised, as it is not always possible or necessary to follow the list rigidly. These cards do not supersede the main body of this plan. The Card for opening the CEC is available to whosoever is “first on the scene”. The Card for closing the CEC will normally be used by the Operations Coordinator.

The following appendices contain Action Cards for all members of the CEC Staff.

1.	Opening the CEC	24
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5.	Support Team Manager	28
6.	Log Keeper	29
7.	Displays Clerk	30
8.	Data Handling Team Members	31
9.	CEC Receptionist	32
10.	Voluntary Organisations LO	33
11.	Closing the CEC	34

6.5.1 ACTION CARD FOR OPENING THE CEC

Serial	Task	Time Complete
1	Open the Key cabinet. Obtain the SCC CEC Plan and the Emergency Operations Log Book from the Plans cabinet and the CEC Box from the CEC Operational Equipment cabinet. Open the Signing-in sheet and sign in. Open and maintain the Emergency Operations Log Book. Open the CEC in accordance with the CEC Plan (para 4.3). Note that all times are to be recorded using the 24hr clock.	
2	Photocopy Action Cards for use in the CEC.	
3	Act as Operations Coordinator and Support Team Manager until these posts are filled. (CEC Plan Action Cards)	
4	Ensure EOOs are called out. EOO contact details are on the JEPU shared drive under Emergency Operations Officers/EOO Latest Contact and availability/Call out rosters.	
5	If necessary during working hours arrange for a member of the FM Central Services team to act as CEC Receptionist. At other times arrange for an EOO to fill the post if required.	
6	Set up the CEC. Using the CEC telephone numbers list log-in a suitable number of telephones. Switch on and log in all computers, data projectors and printers, and check serviceability. Inform Facilities Management if any components are faulty. Position Place Name cards as per seating plan at CEC Plan Appendix 6.1 and distribute CEC zip wallets to all workstations. Distribute Message pads from box in cupboard to relevant workstations.	
7	Affix "Oasis Centre Closed" signs on both doors into the CEC area (Blu-tac in the CEC Box), position barrier outside the glass doors closest to CEC and affix sign telling persons to "Use Other Door".	
8	Position barrier by Central Bookings and affix "CEC in Operation" sign to stand. Brief the CEC Receptionist to control entry, badge personnel if required and introduce them to the Operations Coordinator as appropriate.	
9	Ensure the "opening the CEC" email is sent to all Constantine House & Endeavour House staff, a notice is posted on COLIN and, during working hours, the tannoy message is given by reception as appropriate, and in accordance with the CEC Plan. (CEC Plan Appendix 6.2)	
10	Inform District/Borough Council Emergency Centres and the Local Emergency Centre (LEC) that the CEC is opening and give them contact details.	
11	Ensure information boards and maps are prepared for display.	
12	Display information already to hand, including contact numbers, etc.	
13	Hand over post of Operations Coordinator, with the Emergency Operations Log, as appropriate.	
14	Hand over the post of Support Team Manager, making an entry in the Emergency Operations Log, as appropriate.	

6.5.2 ACTION CARD FOR THE OPERATIONS COORDINATOR

Serial	Task	Time Complete
1	Sign in on the Signing-in sheet, introduce yourself to the CEC Receptionist, the Support Team Manager, and all other CEC personnel. Occupy the CEC workstation allocated to the Operations Coordinator as per CEC Plan Appendix 6.1. Carry out duties as per the CEC Plan (para 4.4.4).	
2	On receipt of a full briefing on the situation, take over guidance of the County response to the incident.	
3	Check with the Support Team Manager that the CEC has been properly opened and assist the Support Team Manager to ensure all Support Team positions are filled as required. Brief the CEC Receptionist and ensure they know who is filling the various roles within the CEC and that all CEC personnel and visitors sign in and out on the Signing-in sheet.	
4	Assist the Support Team Manager to ensure contact is made with any CEC LOs, etc. who may already be on site; with relevant involved District/Borough Ops Centres and the LEC. Inform them that the CEC is open, ensuring they have correct contact details.	
5	Maintain the Emergency Operations Log. Record all significant events within the CEC and with regard to the incident, such as changes of key personnel, shift changes, inability to conform with certain requests, significant developments, etc.	
6	Liaise regularly with the CMT, informing them of the situation and obtaining a strategic briefing.	
7	Provide regular update briefings to the entire CEC, including strategic briefings from the CMT.	
8	Forward requests and information to the appropriate Officer, Service Office or agency and channel the response back through the CEC. Allocate seating for LOs in accordance with the CEC Plan Appendix 6.1.	
9	Provide the Support Team Log Keeper with all pertinent information required to maintain the electronic or written Message Log.	
10	When requested, provide advice and guidance to the Support Team Manager with regard to the distribution of messages, and the display of information within the CEC.	
11	Ensure all Message Forms handed to you are completed and returned to the Support Team Manager annotated with the action taken. Ensure any additional paperwork pertaining to a particular message is marked with the appropriate serial number.	
12	Receive and brief senior visitors, such as LOs from SCC Service Office, the Comms Unit, SVOG and outside agencies as appropriate.	
13	Do not vacate the CEC for any reason during the incident without first arranging for a deputy and notifying the Support Team Manager accordingly.	
14	Ensure all documents, message forms, etc. are properly gathered together and secured and at the end of the incident arrange for the retention and storage of all message forms, etc. and the use of the JEPUs digital camera to record all displays. Arrange for the CEC to be tidied and returned to use as the Oasis Centre.	
15	At the end of the incident ensure the CEC is closed in accordance with the SCC CEC Plan. (Paras 4.6 and 6.5.11)	
16	If possible arrange for other members of the JEPUs to provide a "Hot" debrief of CEC staff at the end of their shifts and/or at the end of the incident, otherwise do this yourself. Also, at the end of your shift and/or the end of the incident, make an appropriate entry in the Emergency Operations Log and attend a "Hot" debrief with a member of the JEPUs, and sign out.	
17	Lead and chair the main debrief at a suitable time after the incident.	

6.5.3 ACTION CARD FOR THE SERVICE LIAISON OFFICERS

Serial	Task	Time Complete
1	Sign in on the Signing-in sheet and introduce yourself to the CEC Receptionist, Operations Coordinator, the Support Team Manager and all other CEC personnel. Occupy one of the CEC workstations allocated to Service LOs as directed by the CEC Manager. Carry out duties as per the CEC Plan (Paras 4.4.5 & 6)	
2	On receipt of a full briefing on the situation, represent your Service Office as a link between them and the CEC. Refer to the appropriate Action Card/s in the SCC Emergency Response Plan.	
3	Provide advice to the Operations Coordinator with regard to the activities and capabilities of your Service Office.	
4	Ensure all Message Forms handed to you are completed with the relevant information and returned to the Support Team Manager annotated with the action taken. Ensure any additional paperwork pertaining to a particular message is marked with the appropriate serial number.	
5	Provide information to the Support Team Manager of any actions of your Service Office in regard to the incident, not included on the Message Forms.	
6	Do not vacate the CEC for any reason during the incident without first arranging for a deputy and notifying the Operations Coordinator.	
7	On termination of the incident ensure all documentation pertaining to the incident is placed in the care of the Operations Coordinator.	
8	At the end of your shift and/or the end of the incident attend a "Hot" debrief with a member of the JEPU, i.e. the Operations Coordinator, and sign out.	
9	Be prepared to provide both time and information for the main debrief to be held at a reasonable time after the incident.	

6.5.4 ACTION CARD FOR THE COMMUNICATIONS UNIT LIAISON OFFICERS

Serial	Task	Time Complete
1	Sign in on the Signing-in sheet and introduce yourself to the CEC Receptionist, Operations Coordinator, the Support Team Manager and all other CEC personnel. Occupy the CEC workstation allocated to the Comms Unit LOs on the CEC Floor Plan, or as directed by the Ops Coord. Carry out duties as per the CEC Plan (Para 4.4.7).	
2	On receipt of a full briefing on the situation, represent the Comms Unit as a link between them and the CEC. Refer to the appropriate Action Card/s in the SCC Emergency Response Plan.	
3	Provide advice to the Operations Coordinator with regard to the activities and capabilities of the Comms Unit.	
4	Ensure all Message Forms handed to you are completed with the relevant information and returned to the Support Team Manager annotated with the action taken. Ensure any additional paperwork pertaining to a particular message is marked with the appropriate serial number.	
5	Provide information to the Support Team Manager of any actions of the Comms Unit in regard to the incident, not included on the Message Forms.	
6	Do not vacate the CEC for any reason during the incident without first arranging for a deputy and notifying the Operations Coordinator.	
7	On termination of the incident ensure all documentation pertaining to the incident is placed in the care of the Operations Coordinator.	
8	At the end of your shift and/or the end of the incident attend a "Hot" debrief with a member of the JEPU, i.e. the Operations Coordinator, and sign out.	
9	Be prepared to provide both time and information for the main debrief to be held at a reasonable time after the incident.	

6.5.5 ACTION CARD FOR THE SUPPORT TEAM MANAGER

Serial	Task	Time complete
1	Sign in on the Signing-in sheet. Carry out duties as per the CEC Plan (para 4.4.10.a).	
2	Assist the Operations Coordinator in opening and setting up the CEC as per the SCC CEC Plan, log in all telephones, computers, data projectors, etc. and ensure everything is working.	
3	Distribute, from the CEC Box, zip wallets containing sufficient supplies of Message Forms, SITREP forms, note pads (or scrap paper), pens, pencils, etc. (If necessary photocopy additional Message Forms and SITREP forms.)	
4	Ensure the CEC Receptionist, Log Keeper, Display Clerk and at least one Data Handler positions are staffed as required.	
5	Assist the Display Clerk with the set up of appropriate display media.	
6	Establish location of call-centre for public enquiries.	
7	Establish communication links with CEC LOs and, as appropriate, ensure links are well established with other EOCs and the LEC.	
8	Evaluate and decide on the immediate distribution of all incoming messages received by the Support Team, consulting with the Operations Coordinator whenever doubt exists. Ensure all messages are properly logged and pertinent information and action is recorded by the Log Keeper in the electronic Message Log and, if necessary, the Emergency Operations Log.	
9	Decide which information should be displayed by the Displays Clerk, consulting with the Operations Coordinator whenever doubt exists.	
10	Organise refreshments, rest facilities, staff transport and relief arrangements for CEC Support Team, ensuring no shift lasts longer than 6 hours unless necessary. (Outside normal working hours the shift time may be extended and some of the other arrangements may be necessary for other personnel working in the CEC.)	
11	Do not vacate the CEC for any reason during the incident without first notifying the Operations Coordinator.	
12	Assist the JEPU to arrange for a "Hot" debrief of CEC staff at the end of their shifts and/or the end of the incident.	
13	When informed that the CEC is to be closed assist the Operations Coordinator to close the CEC in accordance with the SCC CEC Plan.	
14	Assist the Operations Coordinator to arrange for the retention and storage of all message forms, etc. and the use of the JEPU digital camera to record all displays, and assist in arranging for the CEC to be tidied and returned to use as the Oasis Centre.	
15	At the end of your shift and/or the end of the incident attend a "Hot" debrief with a member of the JEPU, i.e. Operations Coordinator, and sign out.	
16	Assist in the preparation of a full incident debrief at a later stage.	

6.5.6 ACTION CARD FOR THE LOG KEEPER

Serial	Task	Time complete
1	Sign in on the Signing-in sheet and assist the Operations Coordinator in opening and setting up the CEC as per the SCC CEC Plan, log-in all telephones and computers and ensure everything is working. Carry out duties as per the CEC Plan (para 4.4.10.c).	
2	Assist with the distribution, from the CEC Box, of zip wallets containing sufficient supplies of Message Forms, SITREP forms, note pads (or scrap paper), pens, pencils, etc. (If necessary photocopy additional Message Forms and SITREP forms.)	
3	Log, either electronically, manually, or both, as required, all incoming messages passed to you for logging, using the message recording software or forms as appropriate.	
4	Be prepared to assist with maintaining a written log in the Emergency Log Book and to maintain a written message log in the event of electronic failure.	
5	Ensure any electronically recorded data is "saved" after each entry is made. This enables anyone interrogating the log in a shared folder to see an up to date record.	
6	Ensure all individual messages have their own individual serial number.	
7	Refer all enquiries to the Support Team Manager.	
8	Do not vacate the CEC for any reason during the incident without first notifying the Support Team Manager.	
9	Assist the Operations Coordinator to close down the CEC at conclusion of the emergency and return the room to its original condition.	
10	Arrange for the retention and storage of all message forms, etc.	
11	At the end of your shift and/or the end of the incident attend a "Hot" debrief with a member of the JEPU, i.e. the Operations Coordinator, and sign out.	
12	Assist in the preparation of a full incident debrief at a later stage.	

6.5.7 ACTION CARD FOR THE DISPLAYS CLERK

Serial	Task	Time complete
1	Sign in on the Signing-in sheet and assist the Support Team Manager in opening and setting up the CEC as per the SCC CEC Plan, log in all telephones and computers and ensure everything is working. Carry out duties as per the CEC Plan (para 4.4.10.d)	
2	Assist with the distribution, from the CEC Box, of zip wallets containing sufficient supplies of Message Forms, SITREP forms, note pads (or scrap paper), pens, pencils, etc. (If necessary photocopy additional Message Forms and SITREP forms.)	
3	Ensure Display Boards and maps, etc. are properly prepared for recording and displaying information as required. Prepare the Computerised GIS mapping system for projection within the CEC.	
4	Ensure displayed material is up to date and accurate.	
5	Establish and display all contact details for relevant bodies and personnel.	
6	Set up and maintain alternative display media as required for use in the event of an electronic failure.	
7	Consult with the Support Team Manager wherever doubt exists over displays.	
8	Do not vacate the CEC for any reason during the incident without first notifying the Support Team Manager.	
9	Assist the Support Team Manager to close down the CEC at conclusion of the emergency and return the room to its original condition.	
10	Arrange for the retention and storage of all display material, etc. including the use of the JEPU digital camera to record all displays.	
11	At the end of your shift and/or the end of the incident attend a "Hot" debrief with a member of the JEPU, i.e. the Operations Coordinator, and sign out.	
12	Assist in the preparation of a full incident debrief at a later stage.	

6.5.8 ACTION CARD FOR THE DATA HANDLING TEAM

Serial	Task	Time complete
1	Sign in on the Signing-in sheet and, Assist the Operations Coordinator in opening and setting up the CEC as per the SCC CEC plan, log-in all telephones and computers and ensure everything is working. Carry out duties as per the CEC Plan (para 4.4.10.b)	
2	Assist with the distribution, from the CEC Box, of zip wallets containing sufficient supplies of Message Forms, SITREP forms, note pads (or scrap paper), pens, pencils, etc. (If necessary photocopy additional Message Forms and SITREP forms.)	
3	Receive incoming messages to the CEC from agencies and individuals and complete message forms, SITREPS, etc. as appropriate, ensuring each individual message is recorded on its own individual form.	
4	Pass messages to the log keeper for recording.	
5	Consult with the Support Team Manager wherever doubt exists.	
6	If required, act as the Voluntary Organisation Cell Liaison Officer. Carry out duties as per the CEC Plan (para 4.4.11.e) and/or as instructed by the Operations Coordinator.	
7	Do not vacate the CEC for any reason during the incident without first notifying the Support Team Manager.	
8	Assist the Support Team Manager to close down the CEC at conclusion of the emergency and return the room to its original condition.	
9	Arrange for the retention and storage of all display material, etc.	
10	At the end of your shift and/or the end of the incident attend a "Hot" debrief with a member of the JEPU, i.e. the Operations Coordinator, and sign out.	
11	Assist in the preparation of a full incident debrief at a later stage.	

6.5.9 ACTION CARD FOR CEC RECEPTIONIST

Serial	Task	Time Complete
1	Sign in on the Signing-in sheet and, on receipt of a full briefing on the situation, be on hand to meet visitors to the CEC, establish their identity and the reason they are visiting and have them sign in. Carry out duties as per the CEC Plan (para 4.4.8).	
2	Ensure you are familiar with the identity of the Operations Coordinator and the Support Team Manager.	
3	Enter visitor's details on the Signing-in sheet and, if necessary, complete a badge with the name and role of any person intending to remain in the CEC for any purpose.	
4	If in doubt about a person's eligibility to enter the CEC, consult the Operations Coordinator for advice before allowing entry.	
5	If any person fails to cooperate and insists on entry, allow them to enter and immediately inform the Operations Coordinator.	
6	Do not vacate the CEC for any reason during the incident without first notifying the Operations Coordinator.	
7	On termination of the incident ensure all documentation pertaining to the incident is placed in the care of the Operations Coordinator.	
8	At the end of your shift and/or the end of the incident attend a "Hot" debrief with a member of the JEPU, i.e. the Operations Coordinator, and sign out.	
9	Be prepared to provide both time and information for the main debrief to be held at a reasonable time after the incident.	

6.5.10 ACTION CARD FOR VOLUNTARY ORGANISATIONS LIAISON OFFICER

Serial	Task	Time Complete
1	Sign in on the Signing-in sheet, introduce yourself to the CEC Receptionist, the Operations Coordinator, the Support Team Manager, and all other CEC personnel. Carry out duties as per the CEC Plan (para 4.4.9).	
2	On receipt of a full briefing on the situation, represent the members of SVOG and any other involved voluntary organisation as a link between them and the CEC.	
3	Provide information and guidance to the Operations Coordinator with regard to the activities and capabilities of the voluntary organisations.	
4	Provide information to the CEC of any actions of the voluntary organisations in regard to the incident, either independent or in response to a request from another agency.	
5	Ensure all Message Forms handed to you are completed with the relevant information and returned to the Support Team Manager annotated with the action taken. Ensure any paperwork pertaining to a particular message is marked with the appropriate serial number.	
6	Provide information to the Support Team Manager of any actions of the voluntary organisations in regard to the incident, not included on the Message Forms.	
7	If you intend leaving the CEC for any reason during the incident inform the Operations Coordinator.	
8	On termination of the incident ensure all documentation pertaining to the incident is placed in the care of the Operations Coordinator.	
9	At the end of your shift and/or the end of the incident attend a "Hot" debrief with a member of the JEPU, i.e. the Operations Coordinator, and sign out.	
10	Be prepared to provide both time and information for the main debrief to be held at a reasonable time after the incident.	

6.5.11 ACTION CARD FOR CLOSING DOWN THE CEC

Serial	Task	Time Complete
1	Adopt the Closing Down Procedure in accordance with the SCC CEC Plan. (para 4.6).	
2	Ensure all staff in the field have completed their relative tasks and are returning to the CEC, or if not yet returning, have been informed that the CEC is closing and have been provided with a contact number.	
3	Arrange for the retention and storage of all documentation, Message Forms, SITREPs, notes (including scrap paper), etc. including all display material, etc. after the use of the JEPU digital camera to record all displays. Return CEC zip wallets to storage ensuring they are replenished with consumables and all indicated documentation is included.	
4	Ensure the "closing CEC" email is sent to all SCC staff (para 4.3.1); remove the barriers and the signs from the doors; during normal working hours, ensure a Tannoy announcement is made if appropriate (para 6.4.2). Debrief and stand down the CEC Receptionist.	
5	Inform District/Borough Council EOCs and the LEC that the CEC is closing.	
6	Ensure the electronic Message Log is properly closed and printed.	
7	Ensure all persons attend a "Hot" debrief before they leave the CEC, either individually or in a group as appropriate.	
8	Await the return of personnel from the field, and "Hot" debrief.	
9	Close the Emergency Operations Log.	
10	Return the SCC CEC Plan, the Emergency Operations Log Book and all stationery to the appropriate JEPU cabinets for storage.	
11	Arrange for the CEC to be returned to use as the OASIS Centre.	

6.6 CEC ZIP WALLET CONTENTS LIST

6.6.1 Each occupied workstation within the CEC will have an information pack in a zip wallet allocated to it for the use of the occupier. All packs have the same contents, with any individual requirements for the Support Team being provided by the JEPUs. Other CEC personnel requiring specialist equipment will supply their own.

6.6.2 The list of contents are:

- a. Telephone and Fax numbers, both internal and external
- b. Instructions on using the telephones
- c. Copies of the [Suffolk CEC Message Form](#)
- d. [Instructions](#) for the completion of the Message Form
- e. Copies of the [SCC Situation Report](#) (SITREP) Form
- f. [Instructions](#) for the completion of the SITREP, and the [phonetic alphabet](#).
- g. Scrap/note paper
- h. Pens, pencils & ruler

SUFFOLK CEC MESSAGE FORM

Date:	Time:	Operator Name:	Workstation No:
Caller Name:			
Organisation:			
Address:			
Tel:		Mobile:	
Fax:		E-mail:	
Message:			
Logged by :		Serial No:	Evaluated by:
Passed to:		Time:	
Action Taken:			
Return to Support Team Manager for Disposal:			
Priority Code	A: Immediate	B: Within 2 hours	C: Whenever Practicable
			D: Info Only

RECEIVING & RECORDING WRITTEN MESSAGES

1. BACKGROUND

- 1.1 All messages are to be recorded on a Message Form (Appendix 1) and read back to the sender. The forms will make up an important part of the operational debrief, or may be required for later investigations, so they must be complete, neat and accurate.
- 1.2 The Log Keeper will record all messages either electronically or manually. The Support Team Manager can then pass the message to the relevant person for action or information
- 1.3 Used forms are returned to the Support Team Manager then filed and stored for reference during the incident and at the subsequent debrief. They will then be passed to the Legal Section for future reference and, if necessary, as evidence in any subsequent inquiry.
- 1.4 When sending an important message by telephone or radio the sender should ask for a readback from the recipient to ensure they have copied it correctly.

2. ACTION

Action on messages is in four stages. These are Initial, Evaluation, Action and Conclusion.

2.1 Initial.

The Operator should enter information on the Message Form as follows:

- a. **Date and time.** Use the 24hr clock
- b. **Operator.** Initials and workstation number
- c. **Caller's Name. Organisation** (if applicable).
- d. **Address.** Contact address, not necessarily where the caller is now.
- e. **Contact details.** Landline telephone number; Mobile telephone number; Fax number; email address. (Include as many as they have as they will be used either during or after the emergency to regain contact with the caller if necessary.)
- f. **Message.** Should be concise and to the point, but must include all relevant information, including any action requested and any action already taken. Note whether the request or report is from the caller themselves or on behalf of someone else (note *their* name and/or appointment, rank, etc. as well).
Remember that many people will read this message, including at the debrief or subsequent investigation into the incident. Possibly even a Judge in court! Accuracy and neatness are essential.
- g. **Logging.** The form is then passed to the Log Keeper who records the message, initials it and allocates a unique serial number to it. This serial number will be annotated on any subsequent papers or documents relating to the original message and used for cross-referencing.

2.2 Evaluation.

The form is then passed to the Support Team Manager who will decide on the action required and to whom the message should be passed. The Support Team Manager then initials the form, inserts the name or role of the person the message was passed to for

action, the time it was passed on, and, if not already noted as part of the original message, the action required. The priority to be afforded to the action is to be clearly marked at the bottom of the form (e.g. a circle drawn around the appropriate words), and the appropriate Code Letter can then be placed on all subsequent documents). The level of priority can be changed to meet new circumstances (either up or down).

- 2.3 When making decisions on messages the Support Team Manager should consult with and/or communicate action requirements to relevant Service Office representative/s, the Operations Coordinator. The Support Team Manager should seek advice from the Operations Coordinator if necessary. Consideration will be given to which services the Council can offer to mitigate the situation described. ([Annex J](#))
- 2.4 **Action.** Having been annotated with the action required by the Support Team Manager this section is to be completed by whoever supervises the action. It should be as complete as possible and contain times and names of people contacted. Priorities will be annotated on each message with instructions for any response to be sent as a 'reply' to the initial message. The reverse of the form or a separate sheet can be used, and in the case of the latter, should be securely attached and suitably marked with the serial number.
- 2.5 For messages being passed out of the CEC make sure the full and correct name/s and contact details are recorded. Onward transmission of messages is preferred in writing (e-mail, fax or hard copy) to reduce the chance of misunderstanding. Ensure the priority code is passed and understood. If considered necessary pass on the serial number for future reference. If there is a request for feedback on completion or otherwise, enter this on the form.
- 2.6 In order to create a proper audit trail and record of action for inclusion in the final log for the subsequent debrief, etc. and that the message group protocol remains active, notes of telephone calls, copies of emails and faxes, etc. should be securely attached to the form and marked with the appropriate serial number.
- 2.7 **Disposal.** On completion of the necessary action the Disposal section is to be completed with a brief note of the outcome of the action taken, together with the time. Consideration should be given to replying to the original caller with a result of the action requested or the information passed.
- 2.8 All forms and attached sheets are then filed in chronological order, made easily available during the incident, and then kept safely stored for use in the preparation for and during the subsequent debrief and any investigations or enquiries. A decision on the final disposal of the forms is made at Service Office level.
- 2.9 Cross reference to other forms as necessary and ensure all documents and copies of e-mails, faxes, etc. are securely attached to the original form.

SCC JEPU SITUATION REPORT

A	Time	
B	To	
C	From (+ Location)	
D	Location of incident	
E	Nature of emergency	
F	ES on site	
G	Other Agencies on site	
H	Lead Authority & Contact details	
I	Communications available	
J	Overview of general situation.	
K	Casualties	
L	Victims	
M	Evacuations	
N	Utilities	
O	Transport	
P	Access	
Q	Damage to buildings	
R	Requests	
S	Others	

COMPLETION OF A WRITTEN SITUATION REPORT (SITREP)

SITREPS should contain only relevant information. If a field is irrelevant, it may be left blank. The initial report sent when LO has made their first assessment on arriving at the scene will normally be almost complete; subsequent reports may only have one or two fields completed. In this case the sender only refers to the initial letter of the completed fields. Fields A and B should be completed for all reports.

- A. This relates to the time the report was compiled. It is not always possible to send a report immediately. Use 24hr clock.
- B. The agency the report is intended for, e.g. CEC, SCC Environment & Transport Service Office, Environment Agency, etc.
- C. Name of report compiler and that individual's location as a grid reference or a known building or other location. If location hasn't changed since last SITREP, leave blank.
- D. Use grid reference or known location, e.g. Name of street or village. If there is only one incident and it is not widespread, like flooding, etc. leave blank in follow-up reports.
- E. Use only if not already known.
- F. The Emergency Services agencies on site, e.g. "Fire & Police", or "All"
- G. The names of other relevant agencies, e.g. Environment Agency, RAF, Army, DEPO, WRVS, RAYNET, Railway engineers, Coastguard, etc.
- H. Name of lead authority and how their commander or LO can be contacted (probably Silver Command). Obtain this from the agency concerned. E.g. Fire, telephone number of local Police Station.
- I. Only if relevant, i.e. a loss of one or more method.
- J. Give a brief synopsis of the situation. Could be regarded as a progress report in follow-up SITREPs.
- K. Include Casualty numbers and where they have been removed to.
- L. Victim numbers (not included in K) and where they have been removed to.
- M. Numbers of people evacuated from area and where they have been removed to.
- N. Loss of water, electricity, gas, etc. supplies including any estimates for restoration.
- O. Details of interruption to road and/or rail facilities including any estimates for restoration.
- P. Relevant details of restrictions of access to the area.
- Q. Relevant details of damage to buildings.
- R. Details of any requests made by on-site agencies for assistance or resources.
- S. Any other information deemed relevant.

THE PHONETIC ALPHABET

It is good practice to use this system on the telephone as well as the radio.

Letter	Phonetics
A	ALPHA
B	BRAVO
C	CHARLIE
D	DELTA
E	ECHO
F	FOXTROT
G	GOLF
H	HOTEL
I	INDIA
J	JULIETT
K	KILO
L	LIMA
M	MIKE
N	NOVEMBER
O	OSCAR
P	PAPA
Q	QUEBEC
R	ROMEO
S	SIERRA
T	TANGO
U	UNIFORM
V	VICTOR
W	WHISKEY
X	X-RAY
Y	YANKEE
Z	ZULU

Number

0	ZERO (Do not use "Oh". Over a radio or poor telephone link it sounds too much like 8 – anyway "oh" is a word, not a number!)
1	WUN
2	TOO
3	THUH REE
4	FO WER
5	FI YIV
6	SIX
7	SEVEN
8	ATE
9	NINER

Figures are spoken thus : 1609 "figures wun six zero niner", except when exact multiples of a hundred or a thousand are concerned. These are spoken for 100 as "figures, wun hundred".