
COUNTY EMERGENCY CENTRE PLAN

ADMINISTRATION OF THE PLAN

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REVISION PROCEDURE

This plan will be reviewed annually by the Emergency Planning Unit, Suffolk County Council; 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 5 year intervals and the plan re-issued.

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COUNTY EMERGENCY CENTRE PLAN

1 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 multi-agency response, manpower and resources must be coordinated appropriately and effectively.

The County Emergency Centre (CEC) provides a base from which Suffolk County Council (SCC) can coordinate their response. This document sets out SCC's management arrangements and operating procedures for the CEC. It provides guidance on the actions required when opening, operating and closing the centre. It sets out the management structure necessary to manage the CEC during the County's response to a major incident, and describes the actions to be taken by specific personnel. It should be read in conjunction with other County Council and multi-agency plans.

This plan has been formally adopted by SCC and is a component of the multi-agency response for managing major incidents.

1.2 WHO THE PLAN IS FOR

All persons with a duty to perform within the CEC.

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2 ACTIVATION AND IMPLEMENTATION

2.1 WHO WILL ACTIVATE THE PLAN

Activation of this plan will be on the authority of either:

SCC Chief Executive
A member of the Corporate Management Team (CMT)
Duty Director
Duty Assistant Director
County Emergency Planning Officer (CEPO)
Emergency Planning Duty Officer (EPDO)

2.2 WHEN WILL THE PLAN BE ACTIVATED

The Plan will be activated following or in anticipation of a major incident. 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 directorates. It can be activated in response to a Business Continuity issue.

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 Phases are

Phase 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, or an anticipated fuel crisis.

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

Phase 3: Opening the CEC with a full complement of staff, including multi-agency partners.

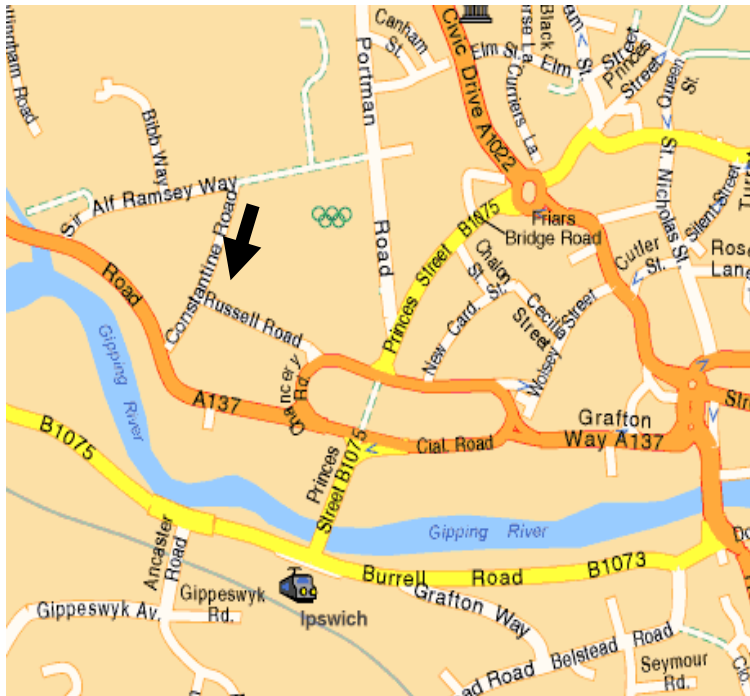
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3 SITE INFORMATION

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 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.

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4 KEY ACTIONS AND RESPONSIBILITIES

4.1 ROLE OF THE CEC

4.1.1 The fundamental role of the CEC is:

- a. To provide a central focal point for SCC before, during and after an emergency
- 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.

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

Following a major incident the EPU will monitor the initial situation. When appropriate, the Unit will inform the SCC Duty Director of the situation. The Duty Director will, with the Corporate Management Team (CMT) make strategic level decisions on the SCC response. One consideration will be whether to open the CEC. If the incident requires a coordinated response by a number of County Directorates, the CEC will be opened in the Oasis Centre, Endeavour House, Ipswich.

4.3 OPENING THE CEC

4.3.1 Facilities Management are responsible for the day-to-day management of the Oasis Centre and will put into action an agreed layout ([Appendix 6.1](#)). This will involve closing the Oasis Centre for normal use. A Facilities Management Officer will adopt the role of CEC Manager. An email will be sent to all CSD 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 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](#).

4.3.2 Strategic management of the emergency response will be via the Duty Director, while operational and tactical management will be through the Operations Director.

4.3.3 Once the CEC is functional all directorates will be notified and Directorate Liaison Officers will be requested as appropriate. All arrivals will be met at CEC Reception, where they will, if

necessary, be badged and escorted to the Operations Director for briefing on the incident and the role and facilities of the CEC.

4.4 ROLES WITHIN THE CEC

4.4.1 Duty Director

In large-scale or complex emergencies, where there is considerable Directorate involvement, the Chief Executive will control the County effort through the Corporate Management Team or Emergency Management Team. The Corporate Management Team (CMT) is a Director-level body that will make strategic decisions regarding the course of action to be followed in response to a major incident, and the processes necessary to continue to provide services throughout the county. They also look at the long-term effects of the incident with a view to the restoration of normality. Depending on the extent of the incident the Chief Executive may instead elect to form an Emergency Management Team (EMT) to manage the strategic aspects of the incident. This Team may consist of any combination of CMT members, their representatives or other nominated persons, but will have the same duties and responsibilities as the CMT in the strategic management of the incident. In the event of Gold control being activated, the Chief Executive, or his representative will attend to make strategic decisions on behalf of the Council.

4.4.2 Operations Director

Reporting to the Chief Executive through the CMT, an Assistant Director will take a tactical overview of the incident and the SCC's response. Responsible for monitoring the situation, making tactical and operational decisions as required and guiding Directorates. The Operations Director is to liaise regularly with the CMT, informing them of the situation, obtain a strategic briefing and, in turn, provide an update briefing for the entire CEC. It is incumbent upon the Operations Director to ensure that whenever, during the incident, they are to leave the CEC for any reason, they must arrange for a deputy (see para 4.4.4) and notify the CEC Manager accordingly. The Operations Director is responsible for briefing senior visitors to the CEC, and is to work closely with the CEC Manager.

4.4.3 CEC Manager

An Officer from Facilities Management, or the EPU Senior Administrator, the CEC Manager reports to the Operations Director, overseeing the efficient running of the operational areas of the CEC and responsible for the management, staffing, administration, refreshment, 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. the Operations Director, LOs, and other officials.) Within the CEC as a whole the CEC Manager is to oversee the smooth flow of information, communication with remote sites, equipment availability and serviceability, and the routine operation of the CEC.

4.4.4 Directorate Liaison Officers

For the purposes of this plan the use of the term Directorates shall include CSD, who will react in emergency situations in the same way as any other SCC Directorate. Directorate Liaison Officers will represent their Directorates and form the link with the CEC, ensuring their Directorate is fully informed of the overall response to the incident, and feeding in reports on the activities of their Directorate to the Support Team to help form the wider picture. It is incumbent upon the Directorate 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 CEC Manager accordingly. In the absence of the Operations Director a Directorate Liaison Officer may be asked to assume the role of the Operations Director.

4.4.5 Tactical and operational activity will be at Directorate level, guided by the strategic decisions of the CMT/EMT. The Directorate Liaison Officers have a key role in the coordination of activity through the sharing of information.

4.4.6 **Communications Unit Liaison Officer**

A representative of the Communications Unit acting as a direct link between the Operations Director 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. Outside normal working hours before the Press Desk is staffed contact with the Press Officer is via Fire Control.

4.4.7 **Other Agencies**

Depending on the nature of the incident, Liaison Officers (LOs) from other organisations may be invited to attend. This could include District Councils, Emergency Services, Utility Companies, Industry, Government Agencies and Voluntary Organisations. The LOs would act as the link to their organisations' operations management and will be allocated desk space as required.

4.4.8 **Emergency Planning Officers**

If necessary an Emergency Planning Officer (EPO) will direct and guide activities relating to the county response during the initial stages of an emergency until the CEC is functional. Thereafter the EPOs will, if available, be a source of advice and guidance to all members of the CEC from the Chief Executive to the Support Team.

4.4.9 **CEC Receptionist**

A member of the FM Central Services Team reporting to the CEC Manager, 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 before introducing them to the CEC Manager or the Operations Director as appropriate. (The CEC Receptionist's role may be filled by a member of the Support Team until a member of the FM Central Services Team is available.)

4.4.10 **Voluntary Organisation (VolOrg) Liaison Officer**

Situated in the CEC this LO is responsible for coordinating the work of the various voluntary organisations involved in the incident. (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.)

4.4.11 **Support Team**

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

- a. **Support Team Leader.** Reporting to the Operations Director through the CEC Manager, an experienced EOO with supervisory skills, responsible for guidance and advice to the Support Team, briefing incoming Support Team members as appropriate, making decisions on message distribution and information display, etc. consulting with the CEC Manager and Operations Director as necessary.
- b. **Data Handling Team.** Reporting to the Support Team Leader, 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 a record of each message is passed to the Log Keeper.
- c. **Log Keeper.** The information handled by the team is key to the subsequent 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 Leader, the Log Keeper will be an experienced EOO with good ICT skills who is responsible for recording both incoming and outgoing messages electronically in the Message Log from which a serial number is allocated for each individual message. The Log Keeper then passes the messages to the Support Team Leader for action. The Log Keeper is also responsible for keeping the hand-written Emergency Operations Log up to date. This Log is to contain

concise records of pertinent points and actions and is to be completed in full in the event of a failure of electronic record-keeping.

d. Displays Clerk. Reporting to the Support Team Leader 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. 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 all 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. Long-hand notes written on whiteboards
- ii. Maps attached to boards
- iii. Data Projectors
- iv. Computerised GIS Mapping programme
- v. 52" Plasma Screen Television.

e. CEC Liaison Officer (LO). If required this LO will normally be situated at Silver and/or Bronze, the CEC LO will be the eyes and ears of the CEC, using various methods of communication, including mobile phone, radio, fax, etc. as available to keep the CEC informed of the developing situation and to channel requests for assistance and information through to the CEC. May also be required to assist and support Gold LO; where possible, the CEC LO will be the best suited individual to deal with the requirements of the situation, i.e. engineering, housing, environmental health, etc.

f. Forward Control Vehicle (FCV) Crew. In certain circumstances it is advantageous to have additional CEC LOs at the scene of a major incident to liaise with other agencies and report directly back to the CEC, and to provide a focus and meeting point for Local Authority staff at the scene. To this end a FCV is deployed to the scene, equipped with a variety of communications methods, such as mobile phone, fax and radio, which will provide a range of necessary facilities. The vehicle is shared with the Fire & Rescue Services who utilise the vehicle when tackling larger incidents as a command vehicle.

4.4.11 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, Directorates, District/Borough Councils, Emergency Services, Local Authority staff and LOs at the scene, the Forward Control Vehicle, Directorate LOs, contractors and other involved private companies, etc.

4.4.12 Personnel should expect to work shifts of no longer than 6 hours in the CEC.

4.4.13 Most of the forgoing roles have action cards available within this Plan. These can be found at [Appendix 6.4](#). They act do not supersede this plan and are for guidance only.

4.5 COMMUNICATIONS

4.5.1 Incoming calls to SCC will be actioned as follows:

- a. As far as possible calls will be directed to the appropriate Directorates as normal
- b. SCC Officers in the CEC can use their direct dial number
- c. Calls that cannot be passed to a Directorate may be directed to the Operations Director in the CEC
- d. Calls from the media will be passed to the Communications Unit.

e. Calls from the general public will be directed to the Call Centre. (See section 5)

4.5.2 Radio Amateurs Emergency Network (RAYNET). It is acknowledged that during a major emergency landline-based communications can rapidly become overloaded. The UK's national voluntary communications service is a group of licensed radio amateurs who can provide a flexible communications service for major civil emergencies or related exercises. They form a national network of local groups who liaise with the Emergency Services, Local Authorities and other voluntary agencies and are normally assigned to specific locations such as the Emergency Centre or to key Officers as they undertake their duties. Members come from a variety of backgrounds and can bring with them a wide range of skills, knowledge and expertise. They usually use their own voice transmission equipment, and typed messages in the form of data transmissions are increasingly being used, allowing 100% accurate messages to be passed. There are also trials to use vehicle-tracking systems and amateur television.

4.5.3 The decision to call out RAYNET can be made by any organisation with which RAYNET has an agreement, including local authorities. If the Operations Director decides to call them out contact should be made through the RAYNET County Controller, Suffolk, or his deputy. Contact numbers are in the Contact Directory held in SCC Emergency Planning Unit.

4.6 CLOSING DOWN PROCEDURES

4.6.1 Following the CMT/EMT or Operations Director's decision to close down the centre, the CEC Manager and staff will adopt the closing down procedure. The CEC will not physically close until all staff at the scene, or at any of the control points (Bronze, Silver, etc.) have departed, 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 staff are remaining in the field, they must be informed of the closure and a contact number made available should a need for assistance arise.

4.6.2 The CEC Manager 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. If possible, a digital camera will be used to record information displayed on whiteboards and on maps. These images can be stored electronically for reference at a later date. The CEC Manager 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](#)).

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5 OFF-SITE AND PUBLIC INFORMATION

5.1 CALL CENTRES

In the majority of cases, the Police would be the lead agency in the initial stages of an emergency and if a number of calls from the general public were anticipated, they would set up a Telephone Bureau at Martlesham Heath; acting as a call centre. This is subject to staffing levels at Police HQ. If SCC takes the lead during the recovery, call centre facilities are available during working hours at Stowmarket. Care must be taken to ensure the information passed by these centres is coordinated to give a unified and accurate response to callers.

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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

6.1 CEC FLOOR PLAN

CEC seating arrangements are flexible, although in the main they will be as follows:

Oasis Centre/CEC numbered seats:

1, 2, 7 & 8: EOO Support Team

3, 4, 5 & 6: Directorate Liaison Officers

EPU seating situated in line with CEC numbered seats: Operations Director and Communications Unit LO.

Other EPU seating: VolOrg LO, Emergency Services & others.

6.2 EMAIL TO ALL SCC PERSONNEL WHEN THE CEC IS ACTIVATED

To: CSD all staff; Endeavour House All

From: CEC Manager

Subject: Activation of County Emergency Centre (CEC)

A major 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 the Chief Executive has decided to open the County Emergency Centre (CEC).

With immediate effect the Oasis Centre, 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 business calls and e-mails are avoided during the emergency situation.

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 numbers. 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.
3. E-mail details obtained at (1.b) above to emergency.planning@fire.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 CEC Manager 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.

6.3 EMAIL TO ALL SCC PERSONNEL WHEN THE CEC IS CLOSED

To: CSD all staff; Endeavour House All

From: CEC Manager

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 and bookings should now be made in the normal way.

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 may still be made to internal extensions. These may include calls from the media seeking ad-hoc comments on the incident. It is most important that an informed, consistent and helpful response continues to be given so any media release should be made through approved channels only.

If you receive any calls relating to the incident please 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 EPU for priority assessment and appropriate action and the EPU will reply, if necessary, detailing any action taken.
3. E-mail details obtained at (1.b) above to emergency.planning@fire.suffolccc.gov.uk, unless a specific target address is otherwise stated. E-mailing details will facilitate onward transmission by EPU staff to the appropriate person or organisation.

Calls via the main switchboard or CCTV Control should, unless an individual is specifically requested, be forwarded to the EPU.

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

The Emergency Planning Unit would like to thank all SCC staff for their help and cooperation during the emergency.

6.4 TANNoy 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, the Chief Executive has decided to open the County Emergency Centre.

With immediate effect, the Oasis Centre 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 whilst the emergency situation continues.

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 and bookings should now be made in the normal way.

The Emergency Planning Unit would like to thank all SCC staff for their help and cooperation during the emergency."

Repeat once after 1 minute.

6.5 ACTION CARDS

Action cards are aides' memoir 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 CEC Manager.

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

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6.5.1 ACTION CARD FOR OPENING THE CEC

Serial	Task	Time Complete
1	Obtain the SCC CEC Plan from the Plans cabinet, and the CEC Box from the Stationary cabinet. Open the Log Sheet for Personnel and sign in. Open the CEC in accordance with the CEC Plan (para 4.3).	
2	Photocopy Action Cards for use in the CEC. (On CEC Wall or CEC Plan Appendix 6)	
3	Act as Operations Director, CEC Manager and Support Team Leader until these posts are filled. (CEC Plan Action Cards)	
4	Ensure Facilities Management have been informed and are arranging for personnel to fill the post of CEC Manager and CEC Receptionist.	
5	Ensure EOOs are being called out. (Via Fire Control: 700 8888)	
6	Set up the CEC. Log-in all telephones and computers, including data projectors and printers, and check serviceability. Position Place Name cards as per seating plan at CEC Plan Appendix 6.1 and distribute CEC zip wallets to all workstations.	
7	Start and maintain the hand-written Emergency Operations Log and hand this over to be maintained by the Support Team Log Keeper.	
8	Post "Oasis Centre Closed" signs on both doors into the CEC area.	
9	Position barrier by Central Bookings and affix sign to stand. Brief the CEC Receptionist to control entry, badge personnel and introduce them to the CEC Manager or Operations Director as appropriate.	
10	Ensure the "opening the CEC" email is sent to all SCC 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)	
11	Inform District/Borough Council Emergency Centres the CEC is opening give them contact details.	
12	Ensure information boards and maps are prepared for display.	
13	Display information already to hand, including contact numbers, etc.	
14	Hand over post of Operations Director, the Emergency Operations Log, as appropriate.	
15	Hand over the post of CEC Manager, making an entry in the Emergency Operations Log, as appropriate.	
16	Hand over the post of Support Team Leader as appropriate.	
17	Position second barrier outside glass doors closest to CEC and affix sign to enter by other door.	

6.5.2 ACTION CARD FOR THE OPERATIONS DIRECTOR

Serial	Task	Time Complete
1	Sign in on the Log Sheet for Personnel, introduce yourself to the CEC Receptionist, the CEC Manager, the Support Team Leader, identify yourself to other members of the CEC personnel. Occupy the CEC workstation allocated to the Operations Director as per CEC Plan Appendix 6.1. Carry out duties as per the CEC Plan (para 4.4.3).	
2	On receipt of a full briefing on the situation, take over guidance of the County response to the incident.	
3	Ensure the CEC has been properly opened.	
4	Liaise regularly with the CMT, inform them of the situation, obtain a strategic briefing and, in turn, provide an update briefing for the entire CEC	
5	Provide the Support Team Log Keeper with all pertinent information required to maintain the electronic Message Log and the Emergency Operations Log.	
6	Support the CEC Manager in the management of the CEC.	
7	When requested, provide advice and guidance to the Support Team Leader with regard to the distribution of messages, and the display of information within the CEC.	
8	Ensure all Message Forms handed to you are completed and returned to the Support Team Leader annotated with the action taken. Ensure any additional paperwork pertaining to a particular message is marked with the appropriate serial number.	
9	Receive and brief senior visitors, such as SCC Directorate LOs, and LOs from outside agencies as appropriate.	
10	Do not vacate the CEC for any reason during the incident without first arranging for a deputy and notifying the CEC Manager accordingly.	
11	Attend a "Hot" debrief at the end of the shift and the end of the incident with the EPU or CEC Manager.	
12	Ensure all documents, message forms, etc. are properly gathered together and secured.	
13	At the end of the incident ensure the CEC is closed in accordance with the SCC CEC Plan, and sign out.	
14	Lead and chair the main debrief at a suitable time after the incident.	

6.5.3 ACTION CARD FOR THE DIRECTORATE LIAISON OFFICERS

Serial	Task	Time Complete
1	Sign in on the Log Sheet for Personnel, introduce yourself to the CEC Receptionist, the CEC Manager, the Support Team Leader, identify yourself to other members of the CEC personnel. Occupy one of the CEC workstations allocated to Directorate LOs as per CEC Plan Appendix 6.1. Carry out duties as per the CEC Plan (Paras 4.4.5 and 4.4.6. plus 4.4.7 for Communications LO).	
2	On receipt of a full briefing on the situation, represent your Directorate as a link between them and the CEC. See	
3	Provide advice to the Operations Director with regard to the activities and capabilities of your Directorate.	
4	Ensure all Message Forms handed to you are completed with the relevant information and returned to the Support Team Leader 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 Leader of any actions of your Directorate 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 Director and the CEC Manager accordingly.	
7	On termination of the incident ensure all documentation pertaining to the incident is placed in the care of the Operations Director.	
8	Before leaving the CEC, attend a "Hot" debrief with the EPU or CEC Manager 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 CEC MANAGER

Serial	Task	Time Complete
1	Sign in on the Log Sheet for Personnel and, if necessary, act as the Operations Director until relieved. Carry out duties as per the CEC Plan (para 4.4.4).	
2	Ensure the Opening CEC Actions have been completed in full. (Refer to the Opening CEC Action Card and the CEC Plan)	
3	Assist the Support Team Leader to ensure all Support Team positions are filled as required.	
4	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 Log Sheet for Personnel.	
5	Assist the Support Team Leader to ensure contact is made with any CEC LOs, etc. who may already be on site and inform them that the CEC is open, ensuring they have correct contact details.	
6	Ensure contact is made with relevant involved District and/or Borough Council Emergency Centres and inform them the CEC is open, ensuring correct contact details are exchanged.	
7	Manage the CEC, respond to requests by either making decisions or by forwarding such requests to the appropriate Officer, Directorate or agency and channel response back through the CEC.	
8	Receive and brief visitors not received by the Operations Director.	
9	Organise refreshments, rest facilities, staff transport and relief arrangements for CEC Support Team, ensuring no shift lasts longer than 6 hours unless absolutely necessary. (Outside normal working hours some of these arrangements may be necessary for other personnel working in the CEC.)	
10	Do not vacate the CEC for any reason during the incident without first arranging for a deputy and notifying the Operations Director and the Support Team Leader accordingly.	
11	Liaise with the members of the EPU to arrange for a "Hot" debrief of CEC staff at the end of their shifts and/or at the end of the incident.	
12	When informed by the Operations Director that the CEC is to be closed arrange for the CEC Closure procedure to be adopted in accordance with the SCC CEC Plan as appropriate. (Action Card 6.5.11)	
13	Arrange for the retention and storage of all message forms, etc. and the use of the EPU digital camera to record all displays.	
14	Attend a "Hot" debrief at the end of the shift, and/or the end of the incident and sign out.	
15	Arrange for the CEC to be returned to use as the OASIS Centre.	
16	Assist in the preparation of a main debrief at a later stage.	

6.5.5 ACTION CARD FOR THE SUPPORT TEAM LEADER

Serial	Task	Time complete
1	Sign in on the Log Sheet for Personnel and, If necessary, act as the CEC Manager until relieved. Carry out duties as per the CEC Plan (para 4.4.11.a).	
2	Assist the CEC Manager 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, within the CEC, sufficient supplies of Message Forms, SITREP forms, note pads (or scrap paper), pens, pencils, etc. from the EPU Stationary cabinet. (If necessary photocopy additional Message Forms and SITREP forms.)	
4	Ensure all relevant Support Team positions and the CEC Receptionist are manned 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, if applicable, the FCV and rest centres.	
8	Evaluate and decide on the distribution of all incoming messages received by the Support Team, consulting with the Operations Director 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 Director whenever doubt exists.	
10	Liaise with the CEC Manager to ensure refreshments, rest facilities, staff transport and relief arrangements for the Support Team are made as appropriate.	
11	If required, assist RAYNET set up their facilities.	
12	Do not vacate the CEC for any reason during the incident without first notifying the CEC Manager.	
13	Assist the EPU to arrange for a "Hot" debrief of CEC staff at the end of their shifts and/or the end of the incident.	
14	When informed that the CEC is to be closed assist the CEC Manager to close the CEC in accordance with the SCC CEC Plan.	
15	Assist the CEC Manager to arrange for the retention and storage of all message forms, etc. and the use of the EPU digital camera to record all displays.	
16	Attend a "Hot" debrief at the end of the shift and/or at the end of the incident and sign out.	
17	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 Log Sheet for Personnel and assist the CEC 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 4.4.11.c).	
2	Assist with the distribution, within the CEC, of sufficient supplies of Message Forms, SITREP forms, note pads (or scrap paper), pens, pencils, etc.	
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	Maintain the written Emergency Operations Log with all pertinent information and actions, and be prepared to continue full logging in that 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 Leader.	
8	Do not vacate the CEC for any reason during the incident without first notifying the Support Team Leader.	
9	Assist the CEC Manger 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	Attend a "Hot" debrief at the end of the shift, the end/or at the end of the incident 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 Log Sheet for Personnel and assist the Support Team Leader 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 4.4.11.d)	
2	Assist with the distribution, within the CEC, of sufficient supplies of Message Forms, SITREP forms, note pads (or scrap paper), pens, pencils, etc.	
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 Leader wherever doubt exists over displays.	
8	Do not vacate the CEC for any reason during the incident without first notifying the Support Team Leader.	
9	Assist the Support Team Leader 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 EPU digital camera to record all displays.	
11	Attend a "Hot" debrief at the end of the shift and/or at the end of the incident 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 Log Sheet for Personnel and, Assist the CEC 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.	
2	Assist with the distribution, within the CEC, of sufficient supplies of message forms, SITREP forms, note pads (or scrap paper), pens, pencils, etc.	
3	Receive incoming messages to the CEC from bodies 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 Leader 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 EPU or CEC Manager.	
7	Do not vacate the CEC for any reason during the incident without first notifying the Support Team Leader.	
8	Assist the Support Team Leader 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	Attend a "hot" debrief at the end of the shift and/or at the end of the incident and sign out.	
11	Assist in the preparation of a full incident debrief at a later stage.	

6.5.9 ACTION CARD FOR FORWARD CONTROL VEHICLE CREW

Serial	Task	Time Complete
1	Contact Fire Control to confirm location of the vehicle, arrange for its use by the EPU, and, if outside normal working hours, arrange for someone to meet the crew at Felixstowe to release the vehicle.	
2	Obtain a full briefing on location, route, authority, access to area, RV, and any relevant documentation not included in the CEC "Go-bag".	
3	Obtain a "Go-bag" from the CEC and check the contents.	
4	Obtain a copy of FCV operating instructions and LO Duties (sections 3 & 4 of the EOOs Information and Training folder).	
5	Start and maintain an Emergency Operations Log.	
6	If the vehicle has been deployed by the Fire & Rescue Service, make contact with the vehicle before departure to confirm exact location.	
7	Before leaving the CEC, liaise with the CEC Manager and sign out.	
8	Deploy to the location of the vehicle.	
9	If the vehicle is at Felixstowe: report to the control room and take over the vehicle. Check all required paperwork is in the vehicle. Report to the CEC and set off to the site RV point. On arrival obtain a full situation briefing and report to the CEC.	
10	If in charge of the vehicle: Maintain the vehicle log and fuel record.	
11	If liaising with the vehicle on site: report to the vehicle crew. Obtain a full situation briefing and report as soon as possible to the CEC.	
12	Carry out LO duties to obtain as much information as considered necessary, ensuring good relations with the agencies on site, particularly the lead authority!	
13	On receipt of instructions to return to base, or that the incident is closed, inform the lead authority that you about to leave. Check with the CEC Manager before departing from the site. If in charge of the vehicle and in the absence of alternative instructions, return the vehicle to Felixstowe Fire Station. (EOOs I & T Folder, Section 3, para 9)	
14	Arrange for the storage of all documentation, Message Forms, SITREPs, notes (including scrap paper), etc. for return to the CEC.	
15	Upon return to Felixstowe fire station refuel vehicle at the fire station pump, complete the vehicle log and fuel record. notify the Duty Watch Officer of the vehicle's return, and ensure Fire Control (01473 588932) are notified that the vehicle is back for Fire and Rescue Operations.	
16	On arrival at the CEC report to the CEC Manager, return all CEC equipment and documents, etc. to the EPU for safe keeping. close the Emergency Operations Log and attend a "Hot" debrief.	
17	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 CEC RECEPTIONIST

Serial	Task	Time Complete
1	Sign in on the Log Sheet for Personnel 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 4.4.10).	
2	Ensure you are familiar with the identity of the Operations Director, the CEC Manager and the Support Team Leader.	
3	Enter visitors details on the Log Sheet for Personnel 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 CEC Manager or the Operations Director for advice before allowing entry.	
5	If any person fails to cooperate and insists on entry, allow them to enter and immediately inform the CEC Manager and/or the Operations Director.	
6	Do not vacate the CEC for any reason during the incident without first notifying the CEC Manager.	
7	On termination of the incident ensure all documentation pertaining to the incident is placed in the care of the Operations Director or the CEC Manager.	
8	Before leaving the CEC, attend a "Hot" debrief with the EPU or the CEC Manager 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.	

6.5.11 ACTION CARD FOR EXTERNAL AGENCIES

Serial	Task	Time Complete
1	Sign in on the Log Sheet for Personnel, introduce yourself to the CEC Receptionist, the CEC Manager, the Support Team Leader and identify yourself to other members of the CEC personnel. Carry out duties as per the CEC Plan (para 4.4.8).	
2	On receipt of a full briefing on the situation, represent your agency as a link between them and the CEC.	
3	Provide information and guidance to the Operations Director with regard to the activities and capabilities of your agency.	
4	Provide information to the CEC of any actions of your agency in regard to the incident, either independent or in response to a request from within the CEC.	
5	Ensure all Message Forms handed to you are completed with the relevant information and returned to the Support Team Leader 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 Leader of any actions of your Directorate 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 Director and the CEC Manager.	
8	On termination of the incident ensure all documentation pertaining to the incident is placed in the care of the Operations Director.	
9	Before leaving the CEC, attend a "Hot" debrief with the EPU or the CEC Manager 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.	

6.5.12 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 EPU 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 barrier 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 Ops Room/s 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 and all stationary to the EPU for storage.	
11	Arrange for the CEC to be returned to use as the OASIS Centre.	

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 Leader for Disposal:				
Priority Code	A: Immediate	B: Within 2 hours	C: Whenever Practicable	D: Info Only

RECEIVING & RECORDING 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 Leader can then pass the message to the relevant person for action or information
- 1.3 Used forms are returned to the Support Team Leader 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 Leader who will decide on the action required and to whom the message should be passed. The Support Team Leader 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 Leader should consult with and/or communicate action requirements to relevant directorate representative/s, the Operations Director and/or Assistant Director service/s. The Support Team Leader should seek advice from the CEC Manager or the Operations Director 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 Leader 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 Directorate 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 EPU 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 SITUATION REPORT (SITREP)

SITREPS should contain only relevant information. If a field is irrelevant, it may be left blank. The initial report sent when the FCV or 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 to D 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 Directorate, 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 &/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 practise to use this system on the telephone as well as the radio.

Letter	Phonetics	Pronunciation
A	ALPHA	AL FAH
B	BRAVO	BRAH VOH
C	CHARLIE	CHAR LEE
D	DELTA	DELL TAH
E	ECHO	ECK OH
F	FOXTROT	FOKS TROT
G	GOLF	GOLF
H	HOTEL	HOH TELL
I	INDIA	IN DEE AH
J	JULIETT	JEW LEE ETT
K	KILO	KEY LOH
L	LIMA	LEE MAH
M	MIKE	MIKE
N	NOVEMBER	NO VEM BER
O	OSCAR	OSS CAR
P	PAPA	PAH PAH
Q	QUEBEC	KWEE BECK
R	ROMEO	ROH ME OH
S	SIERRA	SEE AIR RAH
T	TANGO	TANG GO
U	UNIFORM	YOU NEE FORM
V	VICTOR	VIK TAH
W	WHISKEY	WISS KEY
X	X-RAY	ECKS RAY
Y	YANKEE	YANG KEY
Z	ZULU	ZOO LOO

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".