



Emergency Response Plan

PART 2 Generic Response


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FREEDOM OF INFORMATION

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Remember to destroy all unnecessary drafts and unneeded correspondence, once the final version of this plan is agreed.

Foreword

This Suffolk County Council Emergency Response Plan replaces all previous editions, which should now be destroyed.

Under the provisions of the Civil Contingencies Act 2004, the requirement to have in place adequate emergency planning, business continuity and public awareness strategies is significantly enhanced. It is important that we all recognise the statutory requirement to have in place adequate emergency response arrangements to major incidents and emergencies and that this duty is placed upon the entire Local Authority and not just one directorate or team of personnel. To underpin this response, we must have staff adequately trained and prepared to undertake their “emergency roles”.

The Joint Emergency Planning Unit acts as the focal point for emergency preparedness to ensure that Suffolk County Council is ready to meet its commitments under a single or multi-agency response to any major or significant emergency that could occur within the County.

This Emergency Response Plan will be distributed throughout the Authority and it will be available for all staff to see on COLIN. The plan is split into 2 distinct parts:

Part 1 - Action Cards. These are checklists to be used for response to specific hazards where a contingency plan has been agreed with multi-agency partners..

Part 2 - Generic Response. This outlines the generic response of the council where no predetermined plan is available

All staff should take every opportunity to understand the role of the Suffolk County Council when dealing with major or significant emergencies.

Mike More
Chief Executive

Text to be confirmed by Hd of Comms

Purpose of the Plan

This document provides the agreed corporate framework and actions for a Suffolk County Council response to a major incident or significant emergency. The document is split into 2 parts: Hazard Response Actions Cards and Generic Response. This plan has been developed by the Corporate Resilience Group and has been agreed by Cabinet.

Protocols

This plan will take effect from June 2007 and will be reviewed annually through the Corporate Risk & Resilience Group or when legislation or best practice guidance necessitate review action.

The Joint Emergency Planning Unit will hold the master copy of this document. All documentation will be available for audit.

Formal distribution of this document will be to the addresses indicated on the distribution list. Directorates should make internal arrangements for briefing staff on relevant issues. Copies of this document can be printed from the Emergency Planning Unit Intranet Site, however these are uncontrolled copies and those persons in receipt of copies must ensure it is kept up to date with amendments when published.

Amendment Record

AI No	Date	Amended By (Print Name)	Signature	Remarks

Distribution

Organisation	Title of Recipient	Copy Number
<i>Action</i>		
<i>Suffolk County Council</i>		
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	<i>RRG Member - Head of Communications</i>	
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	<i>Chair RRG - AD Fire</i>	
	<i>RRG Member - AD Trading Standards</i>	
<i>Environment & Transport</i>	<i>Director</i>	
	<i>RRG Member</i>	
<i>Children & Young Peoples Services</i>	<i>Director</i>	
	<i>RRG Member -</i>	
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<i>Forest Heath District Council</i>	<i>Chief Executive</i>	
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<i>Mid-Suffolk District Council</i>	<i>Chief Executive</i>	
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	<i>District Emergency Planning Officer (West)</i>	
<i>Suffolk Coastal District Council</i>	<i>Chief Executive</i>	
	<i>Emergency Planning Officer (East)</i>	
<i>Waveney District Council</i>	<i>Chief Executive</i>	
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<i>Suffolk Fire & Rescue</i>	<i>ADO Ops Planning</i>	
<i>East Anglian Ambulance Trust</i>	<i>Deputy Director Paramedic Services</i>	
	<i>Emergency Planning Officer</i>	
<i>Suffolk East PCT</i>	<i>Chief Executive</i>	
<i>Maritime & Coastguard Agency</i>		
<i>Environment Agency</i>	<i>Environment Officer (Suffolk)</i>	
<i>49 Brigade</i>	<i>Joint Regional Liaison Officer</i>	

Glossary

ACS	Adult & Community Services Directorate
Bellwin Scheme	Discretionary scheme providing central government financial assistance in exceptional circumstances to affected local authorities in the event of a major emergency
CCA	Civil Contingencies Act 2004
CCS	Civil Contingencies Secretariat
CE	Chief Executives Directorate
CEC	County Emergency Centre
CMT	Corporate Management Team
COMAH	Control of major accident Hazards
CPG	Contingency Planning Group
CSD	Customer Service Direct
CYPS	Children & Young People's Service Directorate
DCMS	Department for Culture, Media and Sport
DEFRA	Department of the Environment, Food and Rural Affairs
DEPLO(s)	Directorate Emergency Planning Liaison Officer(s)
DfT	Department for Transport
Directorate	Group term for all Suffolk County Council directorates including CSD
DoH	Department of Health
DTI	Department of Trade and Industry
E&T	Environment & Transport Directorate
Emergency Centre	Operations centre from which the Authority will manage its response.
Emergency Committee	A committee convened as part of the County Council's major emergency and emergency planning process during the recovery phase of an emergency.
EPDO	Emergency Planning Duty Officer
EPU	Emergency Planning Unit
FCO	Foreign and Commonwealth Office
FSA	Foods Standards Agency
GO-East	Government Office for the East of England
Gold	Strategic Management
GNN	Government News Network
HEP	Head of Emergency Planning (Suffolk CC)
HO	Home Office
HSE	Health and Safety Executive
JEPU	Joint Emergency Planning Unit (covering all Suffolk Local Authorities)
JOCs/Silver	Joint Operations Centres (Silver Control)
LA	Local Authority
MACC	Military Aid to the Civil Community
MACR	Major Accident Control Regulations (MoD document)
MCA	Maritime and Coastguard Agency
MOD	Ministry of Defence
NHS	National Health Service
NPS	Suffolk Property Services

NSWWS	National Severe Weather Warning Service
ODPM	Office of the Deputy Prime Minister
PPD	Public Protection Directorate
RAYNET	Radio Amateurs Emergency Network
RCCC	Regional Civil Contingencies Committees
RCCP	Regional Civil Contingencies Plan
REPIR	Radiation (Emergency Preparedness and Public Information) Regulations
RIMNET	Radioactive Incident Monitoring Network
RM	Resource Management Directorate
RNC	Regional Nominated Coordinator
RRF	Regional Resilience Forum
RVP	Rendezvous Points
SCC	Suffolk County Council
SCG	Strategic Co-ordinating Group (GOLD)
SRF	Suffolk Resilience Forum
VIP	Very Important Person

For a more detailed glossary contact the Joint Emergency Planning Unit.

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Section 1 – Organisation

1.1 Introduction

Emergencies occur on a regular basis and are usually dealt with by the Emergency Services or Local Authority (LA) Directorates, as a matter of routine. Major incident or significant emergencies are those that are greater in effect and require a co-ordinated response from all the agencies involved. In Suffolk, the Suffolk Resilience Forum (SRF) provides the routine forum to facilitate the co-ordination and co-operation of county responders in order to develop an integrated multi-agency response to civil protection. Further detail on Suffolk Resilience can be found in the [Suffolk Resilience Business Plan](#). This County Council Response Plan details Suffolk County Council response that has been aligned with response plans of other responders within Suffolk to promote an integrated response.

1.2 Role of Central Government in Response & Recovery

In some instances the scale or complexity of an emergency is such that some degree of central government support or co-ordination becomes necessary. Central government will not duplicate the role of local responders who remain the basic building block of the response to an emergency. A designated Lead Government Department will be made responsible for the overall management of the central government response. Central Government maintains dedicated crisis management arrangements to support this role. Further information can be found in [Central Government Arrangements for Responding to an Emergency Concept of Operations](#).

1.3 Role of Regional Offices & Civil Contingencies Committees

GO-East offer an easy way for Suffolk local responders to link to central government and the Regional Resilience team will co-ordinate civil contingencies work. Government Offices (GO) are increasingly the first place government departments contact for briefing in a non-terrorist emergency and can help ensure effective communications between national and local levels. GOs have a particular focus on consequence management issues and GO-East can provide advice on ministerial and VIP visits and communication issues. Regional Civil Contingencies Committees (RCCC) are intended as a means of co-ordinating the response to and the recovery from an emergency at a regional level. They are likely to be convened only very rarely and only when they can add value to the response. RCCCs will not, except in the most exceptional circumstances, supersede existing county multi-agency command structures and will observe the principle of subsidiarity. Membership of RCCC will depend upon the emergency but in principle will be similar to that of the Regional Resilience Forum (RRF). RCCCs can be convened at the request of the Lead Government Department, or with its agreement, following a request from the Suffolk GOLD Strategic Co-ordination Group.

1.4 Emergency Powers

Part 2 of the Civil Contingencies Act 2004 contains the Government's generic emergency powers legislation. Emergency powers are a last resort option for

responding to the most serious of emergencies where existing powers are insufficient and can only be used if an event or situation threatens:

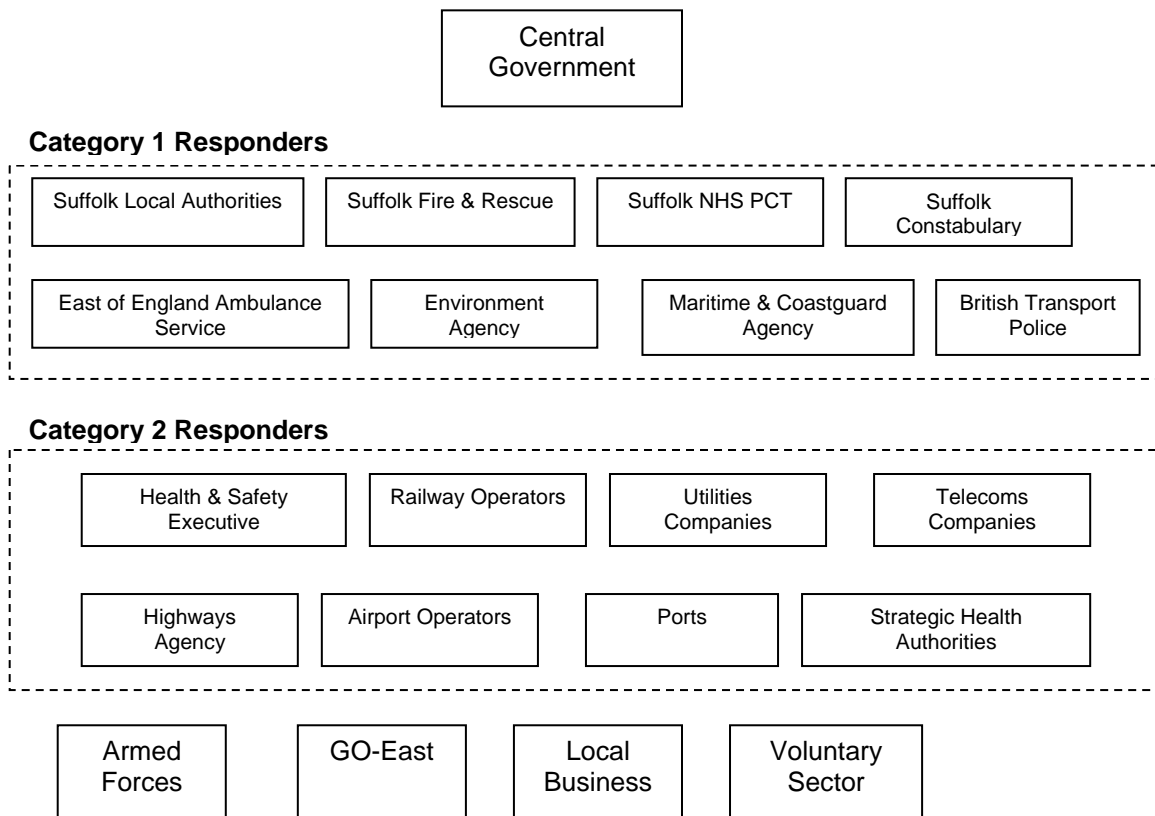
- a. Serious damage to human welfare.
- b. Serious damage to the environment.
- c. Security from war or terrorism.

The decision to use emergency powers and the content of emergency regulation are matters for central government. Requests for emergency powers should ideally be endorsed through the Suffolk and GO-East Resilience Forums using the process at [Annex 13 A to Emergency Response & Preparedness](#). A Regional Nominated Coordinator (RNC) will be appointed to GO-East if emergency regulations are applied. The RNC will chair the RCCC and coordinate activities under the emergency regulations in line with the response strategy and objectives set by central government.

1.5 Suffolk Response

The Civil Contingencies Act 2004 establishes the legal framework for emergency preparedness within Suffolk and establishes the basis for the Suffolk Resilience Forum to facilitate co-ordination and co-operation between Suffolk responders, both category 1 and 2, in the preparedness phase¹. Further information on the Suffolk Resilience organisation can be found in the [Suffolk Resilience Strategic Business Plan](#).

1.6 Suffolk Multi-Agency Response Organisation



¹ Preparedness Phase is the time prior to an emergency being declared.

1.7 Suffolk Local Authorities

Suffolk local authorities play a crucial role in civil protection and have a wide range of functions that are likely to be called upon in support of the emergency services. Crucially they also exercise a key role in community leadership. The response that local authorities provide is dependant upon the location and scale of an emergency. Generic responses could include:

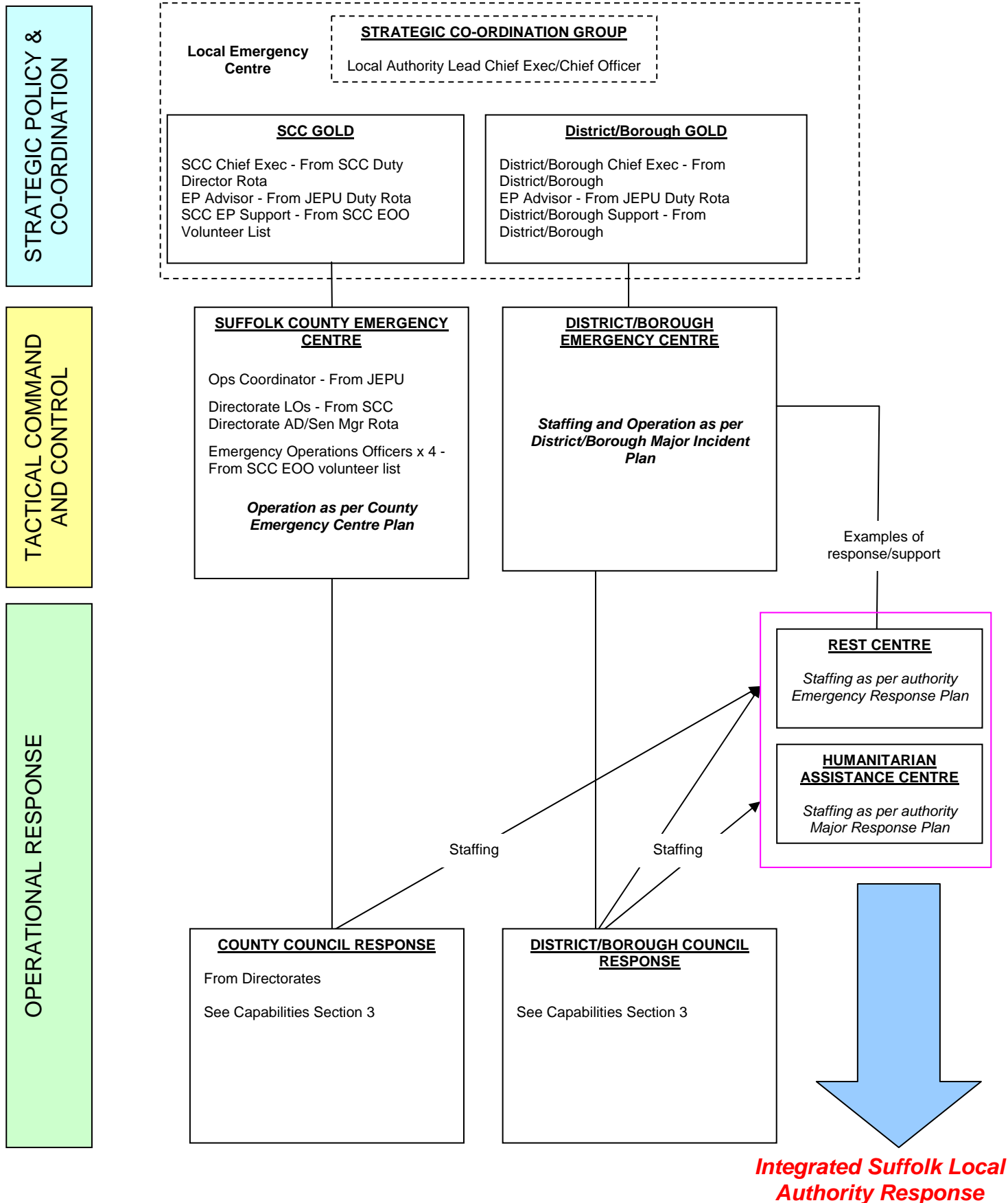
- Activation of response
- Command and Control
- County Emergency Centre Operations
- Provision of a Temporary Mortuary
- Provision of a Helpline
- Interagency liaison at Bronze, Silver and Gold levels
- Provision of Uninjured Survivor facilities: Survivor Reception Centre & Rest Centre
- Provision of Family & Friends facilities: Family & Friends Reception Centres & Humanitarian Assistance Centres
- Support to vulnerable groups during emergencies, children & young people, elderly and disabled

Risk specific arrangements include:

- COMAH sites
- MACR sites
- Nuclear Power Station
- Flooding
- Mass Casualty Decontamination
- Pipelines
- Animal Diseases
- Fuel Shortages
- Business Continuity
- Severe Weather

Where an incident is contained within the boundary of a district or borough authority, this authority will normally lead the local authority response. Where an incident covers 2 or more district or borough areas or is projected to, Suffolk County Council will take the local authority lead. Each Suffolk district/borough council providing support to emergency services, and Suffolk County Council if appropriate, will activate Council Emergency Centres (CEC) in council offices to provide link to other multi-agency responders and to sustain any local authority response. At the operational level, local authority staff will operate under existing individual authority arrangements to deliver frontline support.

1.8 Suffolk Local Authorities Emergency Response Organisation



1.9 Response Planning

Contingency response planning within Suffolk can be triggered in a number of ways:

- a. By statutory requirement – e.g. REPPIR requires an Off Site Plan for Sizewell.
- b. By Hazard assessment namely the Suffolk Community Risk Register lists the hazard as high impact and probability – e.g. Pandemic Flu is a high impact and high probability risk in the Suffolk CRR.
- c. By National direction – e.g. The Dept of Health maintains a plan for Pandemic Influenza which requires a county response.

For each contingency plan, a multi-agency SRF Response Plan is produced to set out the outline concept of operations for the Suffolk response, the key responsibilities for Suffolk agencies and other relevant co-ordinating details such as command and control, media and communications. Details of current Suffolk multi-agency response plans are included on the [Suffolk Resilience](#) website.

Where there is a Suffolk County Council response required as part of a SRF Response Plan, the detail will be included within this plan under the relevant Action Card in Part 1 of this document. This action card provides a resume of the multi-agency plan and confirms actions by directorate to allow internal directorate planning to take place.

1.10 Suffolk County Council Corporate Risk & Resilience Group

Within Suffolk County Council the routine forum for the development, maintenance and review of external contingency planning and internal business continuity arrangements is the Corporate Risk & Resilience Group. This AD level group is attended by a representative from each Directorate Management Team and by representatives from Council Risk Management and Business Continuity. The Group provides a senior link between the Corporate Management Team and Directorate Management Teams and is the forum that discusses and agrees changes to council contingency response plans, in particular this document, and co-ordinates the integration of directorate level Business Continuity Plans. Detailed Terms of Reference for this group are at Annex A.

Section 2 – Command and Control

2.1 Multi-Agency Management of Response in Suffolk

Suffolk adopts the agreed national framework for managing local response to, and recovery from, emergencies using 3 management tiers:

GOLD - Strategic Level. GOLD level multi-agency management may be necessary when an event or situation has:

- a. An especially significant impact or substantial resource implications.
- b. Involves a large number of organisations
- c. Lasts for or is projected to last for an extended duration.

At the GOLD management level, the multi-agency group, which brings together senior commanders/executives from responding agencies, is called the Strategic Co-Ordination Group (SCG), also known as GOLD command. The purpose of the SCG is to take overall responsibility for the multi-agency management of the emergency and to:

- a. Determine and promulgate a clear strategic aim and objectives and review them regularly.
- b. Establish a policy framework for the overall management of the event of situation.
- c. Prioritise the demands of SILVER and allocate personnel and resources to meet requirements.
- d. Formulate and implement media-handling and public information plans.
- e. Direct planning and operations beyond the immediate response in order to facilitate the recovery process.

Normally Suffolk Police will initiate and co-ordinate the GOLD management level and will chair the SCG. However, dependant upon the nature of the emergency, this role may be undertaken by another agency (e.g. in some health emergencies). In this case another agency other than Suffolk Police may initiate and lead the SCG.

Each local authority that provides support as part of a response to a major incident will be required to be represented at Chief Executive level at GOLD. Further detail on GOLD operations can be found in the [Suffolk Local Emergency Centre Plan](#).

SILVER - Tactical Level. The purpose of SILVER level of management is to ensure that the actions taken by BRONZE are co-ordinated, coherent and integrated to achieve maximum effectiveness and efficiency. SILVER will comprise senior officers from each agency committed to the response and will:

- a. Determine priorities for allocating available resources.
- b. Plan and co-ordinate how and when tasks will be undertaken.
- c. Obtain additional resources if required from GOLD.
- d. Assess significant risks and use this to inform the tasking of BRONZE commanders
- e. Ensure the health and safety of the public and personnel.

The Suffolk County Emergency Centre (CEC) operates at the SILVER level in a multi agency response. Further detail on the CEC are in the [Suffolk CEC Plan](#).

BRONZE - Operational Level. BRONZE is the level at which the management of immediate 'hands on' work is undertaken at the site(s) of the emergency. BRONZE commanders from each agency on the scene will concentrate their efforts and resources on specific tasks within their area of responsibility. They will act on delegated responsibility from their parent organisation until higher level of multi-agency management (SILVER & GOLD) are established. Each agency retains control of its resources and personnel deployed at the scene but each agency must liaise and co-ordinate with all other agencies to ensure a coherent and integrated effect.

Local authority personnel at the BRONZE level will be provided according to the nature of the incident, the pre-planned response and any strategic direction by GOLD. These people will come from directorates and service areas from local authorities according to the capability needed.

2.2 Communications

Fixed Telephone The primary means of communicating between responding agencies is the fixed telephone. A contact list of all Suffolk Responders is maintained by the Suffolk Resilience Forum (the Suffolk Alerting Directory) and is available to local authority staff through the Joint Emergency planning Unit.

Mobile Phone An alternate to the fixed telephone system and the more preferable link for mobile staff is the mobile phone. Mobile contacts are included the Suffolk Alerting Directory for key staff liable for call out. However, in times of crisis, the local mobile phone system may become overloaded and instances of this should be reported to the County Emergency Centre. In such cases, text messages will often continue to work due to the way in which the mobile system operates.

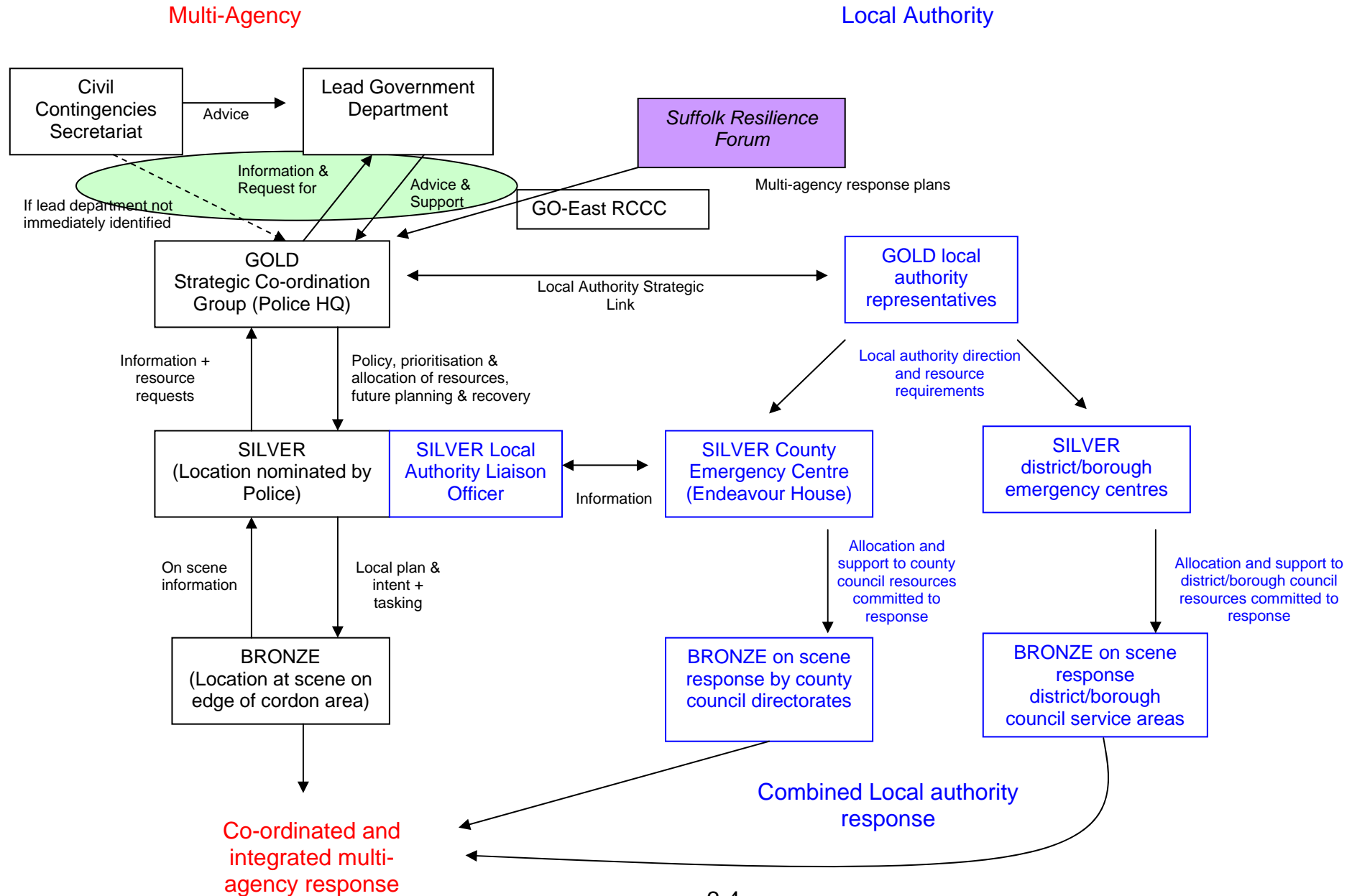
Airwave AIRWAVE is a type of mobile phone system used increasingly by emergency services. It is separate from the normal mobile phone system and secure. The County Council uses AIRWAVE to provide a back up communications link with other responding agency control rooms and also to provide a direct, point-to-point, link with responders on -scene.

Satellite Phone The County Emergency Centre is equipped with a satellite phone to provide a tertiary means of contact should fixed and mobile system fail. The phone can be used to contact an fixed or mobile number.

IT Systems The primary method of passing or sharing information between responding agencies is via e-mail or via web publishing. This can be a flexible system but is also one which requires knowledge of addressees e-mail information and can suffer from limits on the size of e-mails sent. The main emergency preparedness website in Suffolk is [Suffolkresilience](#). This site also has a password protected extranet site and access is controlled by the Joint Emergency planning Unit.

FAX FAX is still used as a back up to e-mail systems and allows hard copy information to be passed. FAX contact details are included in the SRF Alerting Directory.

2.2 Suffolk Emergency Response Command and Control Diagram



Section 3 – Capability

3.1 Introduction.

Suffolk County Council alongside the Suffolk lower tier authorities provide unique capabilities that support emergency response by the emergency services. These same authorities also provide the framework for subsequent recovery post emergency response. Routinely, the preparedness of all Suffolk local authorities (less Ipswich Borough Council) to generate co-ordinated, trained and effective capability is facilitated by the work of the Suffolk Joint Emergency Planning Unit. Each response to major incidents requires a different mix of capabilities from councils outlined in more detail in this section together with links to individual plans produced by directorate or service areas.

3.2 Suffolk County Council Emergency Response Capabilities. Local authority capabilities that might be used during a response to an emergency or during the recovery from an emergency are split between county and district/borough councils and can be summarised as follows:

- **Strategic Liaison at GOLD** - Provided by Duty Suffolk County Council Director, supported by staff from the Joint Emergency Planning Unit. Provides executive level multi-agency link with other Suffolk responders.
- **County Council Emergency Response Command and Control** - Provided through the County Emergency Centre by Operations Coordinator (from Joint Emergency Planning Unit) and by volunteer Suffolk County Council Emergency Operations Officers (EOOs). CEC acts as the focal point for controlling county council response to emergencies to meet strategic direction from GOLD.
(Detailed Plan: Suffolk County Emergency Centre Plan dated August 2005.)
- **Emergency Information Call Centre** - Provided by CSD through the Stowmarket Call centre. The Call Centre can offer a high capacity, one stop shop for information during Suffolk emergencies but requires setting up.
- **Support to Survivor Reception Centres** – ACS & CYP support available to augment Police, District/Borough councils and voluntary organisations in Survivor Reception Centre operations providing secure areas where survivors not needing hospital treatment can be taken for short term shelter.
(Detailed Plan: Suffolk County Council Social Care Services Emergency Plan Ver 1 dated 1 Jan 05.)
- **Support to Rest Centres** – ACS & CYP provide social care support to augment Police, District/Borough councils and voluntary organisations in Rest Centre operations providing temporary overnight accommodation for evacuees and homeless survivors.
(Detailed Plan: Suffolk County Council Social Care Services Emergency Plan Ver 1 dated 1 Jan 05.)
(Rest Centre Database)
- **Friends & Relatives Reception Centre** - Provided through by Police in conjunction with local authority (ACS & CYP), the centre will provide a sensitive means to collect and communicate general information to people enquiring about their friends and relatives who may be involved in the immediate aftermath of major incidents.
(Detailed Plan: Suffolk County Council Social Care Services Emergency Plan Ver 1 dated 1 Jan 05.)

- **Humanitarian Assistance Centres** - Provided through local authority, the centre will provide longer term humanitarian assistance as a one stop shop for survivors, families and those impacted by disaster.
(Detailed Plan: [Suffolk County Council Social Care Services Emergency Plan Ver 1 dated 1 Jan 05.](#))
 - **Crisis Care Support Team** - Provided by ACS & CYP to offer short-term care and support to groups of people who may have been emotionally affected by an unusually traumatic incident. This support usually follows on from the Police Family Liaison Officer process.
(Detailed Plan: [Suffolk County Council Social Care Services Emergency Plan Ver 1 dated 1 Jan 05.](#))
 - **Business Continuity** – Each Directorate maintains Business Continuity Plans to ensure critical services continue during any emergencies. Advice is routinely provided to local business and voluntary organisations by the JEPU.
 - **Emergency Information** - The JEPU routinely provides information to the public on emergency preparedness and what to do in an emergency situation. This is coordinated through the SCC Communications Unit using a variety of mediums including web-based material, libraries, leaflets, public meetings and through Parish Council emergency planning representatives.
 - **Waste Disposal of Hazardous (Non-Clinical Wastes) from Chemical, Biological, Nuclear or Radiological incidents** - Provided by Waste Management Services and covers emergency collection and disposal by council or approved contractor.
(Detailed Plan: [Suffolk County Council Waste Management Services Emergency Response Guide - Working draft Nov 05](#))
 - **Emergency Transport** To be developed
 - **Emergency Procurement** To be developed
 - **Highways Clearance** To be developed
 - **Media** To be developed
 - **Snow & Ice Clearance** To be developed
 - **Temporary Staff for Emergency Response** To be developed

3.3 Suffolk District/Borough Councils Emergency Response Capabilities.

- **Strategic Liaison at GOLD** - Provided by Chief Executive or nominated representative and support staff from Joint Emergency Planning Unit. Provides executive level multi-agency link with other Suffolk responders.
- **District / Borough Council Emergency Response Command and Control** - Provided through the District/Borough Emergency Centre which acts as the focal point for controlling district/borough council response to emergencies to meet strategic direction from GOLD.

(Detailed Plans:

Babergh District Council Major Incident Plan dated November 2004

Forest Heath Major Emergency Plan dated March 1994

Ipswich Borough Council Major Emergency response Plan Issue 13 dated October 2005

Mid Suffolk District Council Major Incident & Emergency Plan dated August 2003

St Edmundsbury Borough Council Major Emergency Plan dated July 2005

Suffolk Coastal District Council Major Emergency Plan dated November 1995

Waveney District Council Major Emergency Plan dated November 1998)

- **Survivor Reception Centre Management** - Lead the management of Survivor Reception Centre operations in conjunction with County Council and voluntary organisations to provide secure areas where survivors' not needing hospital treatment can be taken for short term shelter.

- **Rest Centre Management** - Lead the management of Rest Centre operations in conjunction with Police, County Council and voluntary organisations to provide temporary overnight accommodation for evacuees and homeless survivors.

- **Friends & Relatives Reception Centre** - Lead the management of Friends & Relatives Reception Centre in conjunction with Police, County Council and voluntary organisations, to provide a sensitive means to collect and communicate general information to people enquiring about their friends and relatives who may be involved in the immediate aftermath of major incidents.

- **Humanitarian Assistance Centres** - Support the establishment of Family Assistance Centres (Buildings) in conjunctions with County Council and voluntary organisations to provide longer term humanitarian assistance as a one stop shop for survivors, families and those impacted by disaster.

- **Business Continuity** - Each District or Borough Council maintains Business Continuity Plans to ensure critical services continue to be delivered during any emergencies.

- **Emergency Preparedness Information** - The JEPU routinely provides information to the public on emergency preparedness and what to do in an emergency situation. This is coordinated through the District, Borough or SCC Communications Unit, through a variety of mediums including web-based material, leaflets, public meetings and through Parish Council emergency planning representatives.

Section 4 – Human Resource Management

4.1 Suffolk County Council Emergency Response Staff Requirement

Suffolk County Council provides emergency response and recovery capability to major incidents through the use of staff in either existing role or outside of their normal role. In both cases, further training and exercise may be required and often, staff involvement is voluntary unless already within terms and conditions of service. The following table provides a start point for the identification of staff resources to ensure key pre-planned response can be provided effectively and without delay; note that these capabilities are not all concurrent although it should be assumed that GOLD, CEC, Emergency Call Centre and 1 or 2 other capabilities will be concurrently provided: *Requires further development by Directorates.*

Capability (from 3.2)	Total Staff Required per 24hrs	Allocation to Directorate						
		Chief Execs	Resource Mgt	E&T	Adult & Community Care	Children & Young People	Public Protection	CSD
Strategic Liaison at GOLD (1)	6 (2 per 8 hour shift)	1 x Dir	1 x Dir	1 x Dir	1 x Dir	1 x Dir	1 x Dir 3 x EPO/EOO	-
CEC		1 x AD	1 x AD	1 x AD	1 x AD	1 x AD	1 x AD	1 x AD
Emergency Call Centre								
Survivor Reception Centre								
Rest Centre								
Friends & Relatives Centre								
Humanitarian Assistance Centre								
Crisis Care Support Team								
Business Continuity								
Waste Disposal								
Emergency Transport								
Emergency Procurement								
Media								
Snow & Ice Clearance								
Temporary Staff for Emergency Response								

Notes:

- Director is drawn from Duty Director Rota.

4.2 Staff Briefing/Debriefing

It is recognised that any major or significant emergency involving a response from the County Council has the potential to cause some concern or stress for those responding to the emergency and for those left behind to carry on with their normal duties. Therefore, it is absolutely necessary that staff employed in the response and their colleagues within the Council are kept fully aware of all that is occurring, in order that they can appreciate the needs of the community as a whole in addition to their own needs.

Needs of staff must be considered through and beyond the emergency.

Psychological debriefing addresses the emotional needs of staff and allows the opportunity for individuals and groups to review the incident and how it affected them, whilst at the same time participants may:

- Vent any emotions surrounding the incident
- Identify stress-related problems
- Learn stress survival techniques
- Identify and mobilise both group and individual support strategies.

Informal team debrief sessions should be encouraged as they often provide a safety valve for the release of stress. Supervisors must not, however, consider this as an alternative to either the operational or psychological debriefs.

4.3 Counselling

Recent disasters have identified the need for counselling. Stress counselling and welfare support must be immediately available from occupational health and welfare directorates. It is important in recognising the role played by support staff and they must also be provided with counselling facilities. Suffolk Mental Health NHS Trust and a number of Voluntary Organisations are able to provide support to the County Council should it be required. CSD / HR will lead on the provision of counselling services.

4.4 Staff Employed on Unusual Hours or Out of Hours

Staff below “management grade” undertaking unusual tasks particularly working out of normal hours will have a choice of reward for those additional hours worked. These choices to be payment for additional hours, time off in lieu (under flex system), or finish work early on the day duty performed. Further advice can be obtained via HR Advisory.

Section 5 – Generation & Response

5.1 Declaration of a Major Emergency

A major emergency is one where an event or situation threatens serious damage to human welfare, to the environment, or war or terrorism, which threatens serious damage to security and requires exceptional actions or resources by the emergency services. Any member of the Emergency Services or, under certain circumstances such as climatic issues or an infectious disease outbreak, the Local Authority or Health Providers can declare a major emergency. Normally this decision is reached by an informal meeting of the Strategic Coordination Group at Police HQ. It is possible that a major emergency for one agency will not significantly impact on another. However, all agencies must be prepared to provide support and identify appropriate assets for deployment if necessary.

5.2 Generation of Response During Normal Hours

During normal working hours major incident response and notification will be co-ordinated through the JEPU. Reporting of incidents is normally received through the standing co-operation channels in place between all Category 1 emergency planners. However, where Directorates receive information without being aware that a council response is being planned, the JEPU should be informed on 720 5321. Following notification of a actual or likely incident requiring county council emergency response, the JEPU will notify an appropriate Duty Director to agree a course of action and, if necessary, co-ordinate the activation of the County Emergency Centre.

5.3 Generation of Response Out of Hours

Outside of normal working hours the local authority will be notified of impending or declared emergencies through the Emergency Planning Duty Officer system via Fire Service Control. Key parts of the organisation are represented by on call duty staff that are available, contactable and able to respond 24 hours a day. These officers will form the framework for the initial Emergency Response out of hours. The following separate rosters are required:

5.3.1 Duty Director. Comprising the Chief Officer of each directorate (including CSD) and the Chief Executive. The aim of the roster is to ensure that there is a chief officer available to lead the initial response, chair the emergency management team and attend GOLD as required. Roster is maintained by the JEPU. Further information is available in [Duty Director Instructions](#).

5.3.2 Emergency Planning Duty Officer (EPDO). Comprising an officer of the Joint Emergency Planning Unit (JEPU), the EPDO is required to provide specialist advice to the lead chief executive (County Council or District as appropriate). The roster is to be maintained by the EPO-Coord, JEPU. Further information is available on the [Emergency Planning Duty Officer Instructions](#).

5.3.4 Directorate Recall Lists. Each directorate is to maintain their own separate recall arrangements to ensure that an AD / Senior officer is available from each directorate to lead the directorate initial response from the CEC and to act the Directorate liaison officer within the CEC. Rosters to be maintained by the relevant Directors PA.

5.3.5 Duty Communications Officer. Comprising an officer of the communications unit or other media trained officers. The aim is to ensure specialist media and communications advice to the EMT and or to attend the Gold Control Media Centre as appropriate. Roster is to be maintained by the Communications Unit administrator.

5.3.6 Fire Service Control. An MoU exists with Fire Control to allow out of hours activation of County Council response through duty staff.

5.4 Core Responsibilities of Suffolk County Council

- a) Alert Local Authorities within the county as necessary.
- b) Alert relevant County Council Directorates.
- c) Establish liaison with appropriate Police command levels, including the deployment of Liaison Officers where necessary.
- d) Set up County Council control and co-ordination arrangements as appropriate.
- e) Collect, collate and disseminate information concerning the incident relevant to Local Authority involvement.
- f) In conjunction with District/Borough Councils, provide such services and resources as are required.
- g) Assist the Police in establishing a temporary mortuary when required.
- h) Co-ordinate post-trauma stress counselling, in conjunction with the health service providers and voluntary organisations.
- i) Request military assistance in support of the Local Authority if required.
- j) Establish liaison with Government Departments, public utilities and other organisations, as appropriate.
- k) Co-ordinate the emergency response with adjacent counties.
- l) Establish liaison with the Police press centre to ensure the co-ordination of the release of information to the news media.
- m) Issue information and advice to the public.
- n) Alert voluntary organisations as necessary and co-ordinate their response, including the deployment of RAYNET communications.
- o) Directorates involved are to maintain a written record of actions taken during and after the emergencies, including expenditure.

5.5 Directorate Response Matrix

The following matrix provides a quick reference guide to pre-planned emergency response Action Cards by directorate.

Hazard Response	Action Card	Allocation to Directorate						
		Chief Execs	Resource Mgt	E&T	Adult & Community Care	Children & Young People	Public Protection	Public Protection
Flooding	1	Comms						
Oil Pollution	2	Comms						
Animal Diseases	3	Comms						
Harwich/Felixstowe marine Accident	4	Comms						
Sizewell	5	Comms						
Pandemic Flu	6	Comms						
COMAH/Pipelines	7	Comms						
Severe Weather	8	Comms						

5.6 Corporate Management Team + Cabinet

Role and TORs to be developed

5.7 Generic Directorate Emergency Response Responsibilities

5.7.1 Directorate Emergency Plan

Each Directorate is required to hold a plan to deliver an external emergency response according to the response matrix and the detail within the relevant Action Card. The plan should include internal callout procedures, key responsibilities and give details of resources available.

5.7.2 Directorate Business Continuity Plan

Each Directorate is required to hold a Business Continuity Plan to provide internal directorate actions and responsibilities that will allow recovery from or promote resilient against hazards and threats to normal service delivery.

5.7.3 CEC Directorate Liaison Officer

- a) Directorate Liaison Officers (at AD / Senior officer level) 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.
- b) Tactical and operational activity will be at Directorate level, guided by the strategic decisions made by CMT but managed through the CEC. The Directorate Liaison Officers have a key role in the coordination of activity through the sharing of information.

5.8 Specific Chief Officer, Elected Member and Directorate Emergency Response Actions

Chief Executive

- a) Assume overall responsibility and co-ordination of all County Council measures to deal with any major emergency.
- b) Appoint an “Emergency Director” to co-ordinate and manage the County Council response to an emergency, as required.
- c) Be responsible for authorising the commitment of resources and financial aid.
- d) Establish liaison with the Government Office, Eastern Region (GO East).
- e) Determine County Council media strategy in respect of the incident.
- f) Assume responsibility for co-ordination of the Suffolk Local Authority response, in consultation with District/Borough Council Chief Executives.
- g) Arrange & chair Council Corporate Management Team (CMT) meetings.
- h) Ensure Elected Members are kept informed, particularly on policy and financial matters.
- i) Attend or be represented at Strategic Co-ordination Group (GOLD) meetings.
- j) Chairman of the “Gold” Strategic Co-ordinating Group” when the responsibility for strategic co-ordination has been transferred from the Police and the emergency has moved from the response to the recovery phase (lead local authority).
- k) Chairman of the Strategic co-ordinating Group in circumstances where it is jointly considered the response phase should be co-ordinated by the County Council, for example a Fuel Crisis.
- l) Consider establishing a Disaster Appeal Fund.

Director of Resource Management

- a) Provide necessary financial arrangements to support the County’s activities in accordance with Local Government legislation.
- b) Make available supplementary funds to meet operational needs in excess of directorate budgets as permitted by legislation.
- c) Provide financial advice to other Directorates.
- d) Maintain a list of payment codes for expenditure during a major emergency.
- e) Maintain records of all financial actions related to a particular emergency and collate factual financial information in respect of abnormal expenditure.
- f) Be prepared to make a case for emergency financial assistance to the Department of Transport, Local Government and the Regions (DTLR) under the BELLWIN Scheme within one month of the incident.
- g) Make provisions for the management of Disaster Appeal/Fund in conjunction with the Chief Executive.

Director of Adult & Community Services

- a) Take the lead role in assessing and co-ordinating the adult care and community support needed by those affected by the emergency, including the co-ordination of the activities of all agencies and voluntary organisations involved.
- b) Liaise with the appropriate Agency when an emergency is likely to cause financial distress to persons affected by the incident.
- c) CSD / HR will lead on the provision of counselling services.
- d) Be prepared to support Survivor Reception Centres, Rest centres, Friends and Relatives Reception centres and Family Assistance Centres established by district/borough councils.

Director of Children & Young Peoples Services

- a. Take the lead role in assessing and co-ordinating the support needed by children and young people affected by the emergency, including the co-ordination of the activities of all agencies and voluntary organisations involved.
- b. CSD / HR will lead on the provision of counselling services.
- c. Be prepared to support Survivor Reception Centres, Rest centres, Friends and Relatives Reception centres and Family Assistance Centres established by district/borough councils.

Director of Environment & Transport

To be developed by E&T.

Customer Service Direct (CSD)

- a) **Public Access** - Provide Call Centre capability in the support of receiving and giving information in respect of an emergency.
- b) **ICT** - Ensure appropriate ICT support is provided in the event of the SCC implementing response to a major emergency to meet the requirements of this plan and the corporate Business Continuity Plan.
- c) **Human Resources** - Co-ordinate Human Resource issues across SCC. Advise on all Health and Safety Issues.
- d) **Finance** - Delivery of finance function to meet strategic financial direction.
- e) Provide staff to assist in the provision of support to the Emergency Centre or elsewhere in the event of a major emergency.
- f) CSD / HR will lead on the provision of counselling services. Some professional support is available in ACS / CYP.

Head of Communications

- a) Plan and prepare the County Council Communications response to a major emergency iaw [SRF Media Response Plan & Toolkit](#).
- b) Attend or be represented at CMT during major incidents.
- c) Liaise with the Press Office at Police Headquarters (HQ), communications staff at District/Borough/City Councils and at other authorities or organisations involved in the incident to ensure co-ordination of information to the news media.
- d) Establish a public information / communication network using Council Information centres, libraries (mobile and fixed) and any other appropriate community facilities.
- e) Be prepared to establish a major Media Centre at Endeavour House, if required.
- f) Provide Public Relations for any Disaster Appeal Fund that may be launched.

County Trading Standards Officer

- a) Maintain a Animal Disease Response Plan to provide the core council response to such risks.
- b) Manage the Priority User Scheme registration process for the Suffolk Downstream Oil Emergency Response Plan.

All Directors

- a) Appoint a CEC Directorate Liaison Officer (CEC DLO).
- b) Maintain a Directorate Emergency Management Plan.
- c) Attend or be represented at CMT during major incidents.
- d) Implement relevant aspects of directorate Business Continuity Plan to preserve critical council services and support to emergency services.

Elected Members (primarily Council Leader & Portfolio Holder)

- a) Ensure that the strategic direction of the authority's emergency preparedness activity is captured in the organisation's objectives.
- b) Ensure that the profile of emergency preparedness remains high across the organisation to is embed the process across all its functions.
- c) Play an important role in the authority's communication strategy, both in the planning, response and recovery phases of an emergency, particularly with regards to the reassurance of the public.
- d) Support the work of officers and add real impetus to the promotion of Business Continuity Management within communities.
- e) Set strategic priorities and direct resources to support the recovery phase.

Section 6 – Training & Exercise

6.1 Training Requirement. The analysis of Suffolk CC operational concept and organisation² identifies 2 basic levels of training need: a general awareness of emergency preparedness for all staff and enhanced training for specific staff required to participate within the county's emergency command and control organisation. This emergency preparedness training audience can be further broken down into individual roles and training objectives as follows:

6.1.1 Chief Executive [Duty Director] (GOLD Representative). These roles should have training to:

- (1) Understand the concept of Integrated Emergency Management.
- (2) Understand the role of a Chief Executive in an Emergency.
- (3) Describe the key elements of the CCA and the associated guidance.
- (4) Identify and prioritise the key strategic issues arising from an emergency.

6.1.2 Corporate Management Team. These roles should have training to:

- (1) Understand the concept of Integrated Emergency Management.
- (2) Describe the key elements of the CCA and the associated guidance.
- (3) Understand the role, organisation and capability of Suffolk County Council in an Emergency.
- (4) Identify and prioritise the key strategic issues arising from an emergency.

6.1.3 Elected Members. These roles should have training to:

- (1) Understand the current rationale for civil protection.
- (2) Understand the concept of Resilience and the principles of Integrated Emergency Management.
- (3) Identify the key elements of the CCA and its obligations for local authorities.
- (4) Identify the resource demands on a local authority in responding to a major emergency.
- (5) Identify lessons to be learnt from the response to past incidents.
- (6) Explain an Elected Member's responsibilities for civil protection.

² Suffolk County Council Major Incident Plan

6.1.4 CEC Coordinator. These roles should have training to:

- (1) Understand the concept of Integrated Emergency Management.
- (2) Describe the key elements of the CCA and the associated guidance.
- (3) Understand the role, organisation and capability of Suffolk County Council in an Emergency.
- (4) Identify and prioritise the key operational issues arising from an emergency.
- (5) Gain practical experience of operating in the County Emergency Centre (CEC).

6.1.5 CEC Directorate Liaison Officers. These roles should have training to:

- (1) Understand the concept of Integrated Emergency Management.
- (2) Describe the key elements of the CCA and the associated guidance.
- (3) Understand the role, organisation and capability of Suffolk County Council in an Emergency.
- (4) Identify the key directorate operational issues arising from an emergency response.
- (5) Gain practical experience of operating in the CEC.

6.1.6 Emergency Operations Officers. These roles should have training to:

- (1) Understand the role, organisation and capability of Suffolk County Council in an Emergency.
- (2) Understand the operating concept and procedures for the CEC.
- (3) Gain practical experience of operating in the CEC.

6.1.7 Rest Centre Staff. These roles should have training to:

- (1) Understand the requirements within a building necessary for a Rest Centre.
- (2) Understand the experiences of those who have opened this type of centre.
- (3) Recognise the needs of different sectors of the community within a Rest Centre.
- (4) Identify the needs of those using a Rest Centre.

6.1.8 Directorate Training. Each directorate may provide resources, staff or equipment, as part of a council response dependent upon the incident or hazard. Normally this response will be within the scope of existing directorate training plans; however, further training specifically focused to emergency response is available at the discretion of Directorate management. Where staffs are nominated to undertake emergency response outside of normal duties and responsibilities, further training will be provided as detailed in the paragraphs above.

6.1.9 All County Council Staff. All county staff receive a basic understanding of the organisation and responsibilities in respect of emergency preparedness through Corporate Awareness, and are be able to locate further information on the subject via [COLIN](#).

6.2 Training Provision. Emergency preparedness training will be provided as follows:

6.2.1 Corporate Awareness. JEPU participation within the Suffolk CC Corporate Awareness training day will continue to be used to meet the identified training requirement for all staff to be briefed on emergency preparedness and business continuity.

6.2.2 Emergency Preparedness Training. Emergency preparedness training will be delivered by both internal and external means and will be co-ordinated and booked by the JEPU:

(1) External - Emergency Planning College. Key staff will be encouraged to attend appropriate training run by the Emergency Planning College (EPC), Easingwold, York. Currently this is on-site training, but distant learning packages are being introduced.

(2) External - Consultants. As an alternative to executive, elected members and senior management training being achieved at the EPC, periodic use will be made of specialist consultants to deliver bespoke training within the county.

(3) Internal. The JEPU will design and run training courses for local authority staff that cannot attend the EPC. These courses will normally be county specific training and will be offered to all Suffolk local authorities.

6.2.3 Specialist Training. In addition to the training of staff specifically nominated as part of the emergency response organisation, other staff may also receive specialist emergency preparedness training from the EPC to augment skills held as part of their routine employment but which also support emergency response (eg Adult and Children social care). Likely service areas and EPC courses, that can be booked through the JEPU, are as follows:

(1) Corporate Risk - Risk Management 1&2.

(2) Comms Unit - Media Relations and Public Information in a Crisis.

(3) E&T - Major Incidents on Highways and Creating Resilience in the Transportation Industry.

(4) ACS & CYP - Humanitarian Support and Material Welfare after an Emergency and Care of People.

(5) CYP - Crisis Management in Schools and Colleges.

6.2.4 Training Records. The JEPU will maintain a training database of all nominated personnel requiring specialist emergency training to show training achievement. The database will be used to target training delivery to nominated personnel. The existing CSD Learning & Development organisation will continue to record the delivery of Corporate Awareness training, including the emergency preparedness.

6.2.5 Training Accreditation. Courses undertaken at the EPC from 2006 will be accredited by the Leeds University Business Schools and will form part of a range of qualifications from vocational to Master's degree in civil protection, risk management, business continuity and emergency planning.

6.3 Exercise Programme. Suffolk CC will adopt a progressive approach to emergency preparedness exercises which will allow the County Council's ability to respond to major incidents/emergencies, as part of a multi-agency Suffolk response, to be tested on an annual basis. Prior to the annual event, a series of smaller exercises, predominantly internal, will be held; these may also involve one or 2 other Category 1 responders on an opportunity basis. The County Council's emergency preparedness exercise programme will be aligned with the wider [Suffolk Resilience multi-agency exercise programme](#) to ensure that resources are used efficiently and to maximum community effect.

Section 7 – Recovery

7.1 Introduction

This phase will commence from the time of the emergency and encompasses those activities necessary to provide a rapid return towards normality for the community and the staff involved in the response. Recovery from a major emergency must actively involve the affected community and be an enabling and supportive process.

It is of paramount importance, whenever an incident does occur, that the recovery strategy is implemented and a recovery team established so that the recovery process can commence. This process must ensure that the community of Suffolk is returned towards normality as soon as is practicable and takes into account issues involving the whole community rather than any one issue in isolation.

A typical Recovery Co-ordination Structure can be found in Appendix A to this Section.

These issues groups will be managed and directed by the Recovery Group, will normally be chaired by the County Council Chief Executive.

The definition of these issues groups and further information can be found in the [Suffolk Recovery Strategy Plan](#).

7.2 Key Recovery Sub Groups

Key Recovery Sub Groups, together with likely group members, that may be formed under the main Recovery Group are:

- **Environment & Transport** - EA Chair, District EHOs, SCC Planning and Transportation, English Nature, Broads Authority, Anglian Water Services, RSPB, RSPCA and others as considered appropriate for the event.
- **Public Information** - SCC Head of Communications (Chair), Districts Media Officer, Emergency Services Media Staff, Suffolk Health Systems Media Representative, Environmental Agency Media Representative, CSD Public Access, Library Service and others as considered appropriate for the event.
- **Economic** – SCC Head of RM (Chair), SCC Head of Legal Services, SCC Head of Audit Services, SCC strategic development, DSS/Benefit Agency, Suffolk Chamber of Commerce, CSD finance and others as considered appropriate for the event.
- **Infrastructure** – District Council Chief Executive (Chair), District Council representatives, SCC Planning and Transportation, Suffolk Health System representative, CYPS, Anglian Water, Emergency Services as required and others as considered appropriate for the event.
- **Health and Social Issues** – Chief Executive of the relevant Primary Care Trust (Chair), CYPS (Critical Incident Team), ACCS, Suffolk Health Protection Unit, Ecumenical Disaster Team representative, and others as considered appropriate for the event.

Further reference at: [Recovery Management](#)

8.1 Protocols for Record Keeping

Whenever a major or significant emergency is declared there will be a debrief at the conclusion and possibly a formal enquiry. Therefore it is essential that all documentation used during the management of the incident be kept.

All files should be clearly identified and contain for example:

- Documents/letters including drafts and any notes.
- Briefing documents including rough notes
- Memoranda
- Meeting minutes/notes
- Log and Message Sheets

The retention periods of emergency planning records vary, so all records should be passed to the Council archivist.

The CEC Operations Director will circulate a memorandum to all directorates as soon as a major emergency has been declared, reminding staff at all levels of preserving documents that relate to the emergency.

8.2 Resources

Responding to any major emergency will inevitably have financial implications for those directorates involved. Each directorate will, therefore, ensure that a system for recording details of staff involved, action taken and expenditure incurred is in place.

8.3 Emergency Funding

A dormant cost code for emergency expenditure by the council, managed through the JEPU, has been established. All costs attributable to emergency response will ultimately be attributed this code to ensure that a record of expenditure is maintained for post response finance actions. The accounting accuracy of costs incurred cannot be over emphasised so that, if appropriate, claims can be made for reimbursement.

8.4 Emergency Financial Assistance (Bellwin Scheme)

The Department for Communities and Local Government maintains the Bellwin Scheme to give financial assistance to Local Authorities in respect of expenditure incurred in taking immediate action to safeguard life or property, or to prevent suffering or severe inconvenience in the event of an emergency involving destruction, or danger to life and property.

If such a scheme is approved the Local Authority will be expected to meet all emergency expenditure up to the level of an agreed threshold. The Director of Resource Management will advise on these issues and discuss with his colleagues and the Lead Government Department.

Guidance on the administration of such schemes is issued by the Department for Communities and Local Government and is available at: <http://www.local.odpm.gov.uk/finance/bellwin.htm>. (A copy of the Bellwin scheme is also held by the JEPU)

8.5 Disaster Appeal Fund

Experience has shown that within a short time of an emergency occurring there might be a need to set up a Disaster Appeal Fund, to administer donations of money from the public or other sources intended for the relief of the victims of the emergency.

The British Red Cross Disaster Appeal Scheme (United Kingdom) offers local authorities around the United Kingdom a manual, which offers help, guidance and expertise on setting up and administering the donations of money which are likely to be received following a disaster or major emergency.

Advice on the setting up of a Disaster Appeal fund is available from the Director of Finance. (A copy of the Red Cross Disaster Appeal Scheme is held in EPU).

8.6 Insurance

In the event of a major emergency which is likely to give rise to a large number of insurance claims, the Association of British Insurers has a Mobile Disaster Unit on permanent standby, which can be deployed at short notice to the affected area to give advice and assistance. Call out of the unit will be co-ordinated by the CEC, at the request of the Director of Finance.

SUFFOLK COUNTY COUNCIL RISK & RESILIENCE GROUP**TERMS OF REFERENCE****1. Aim**

To provide a forum for the routine discussion and co-ordination of Suffolk County Council strategic risk management, business continuity and contingency planning.

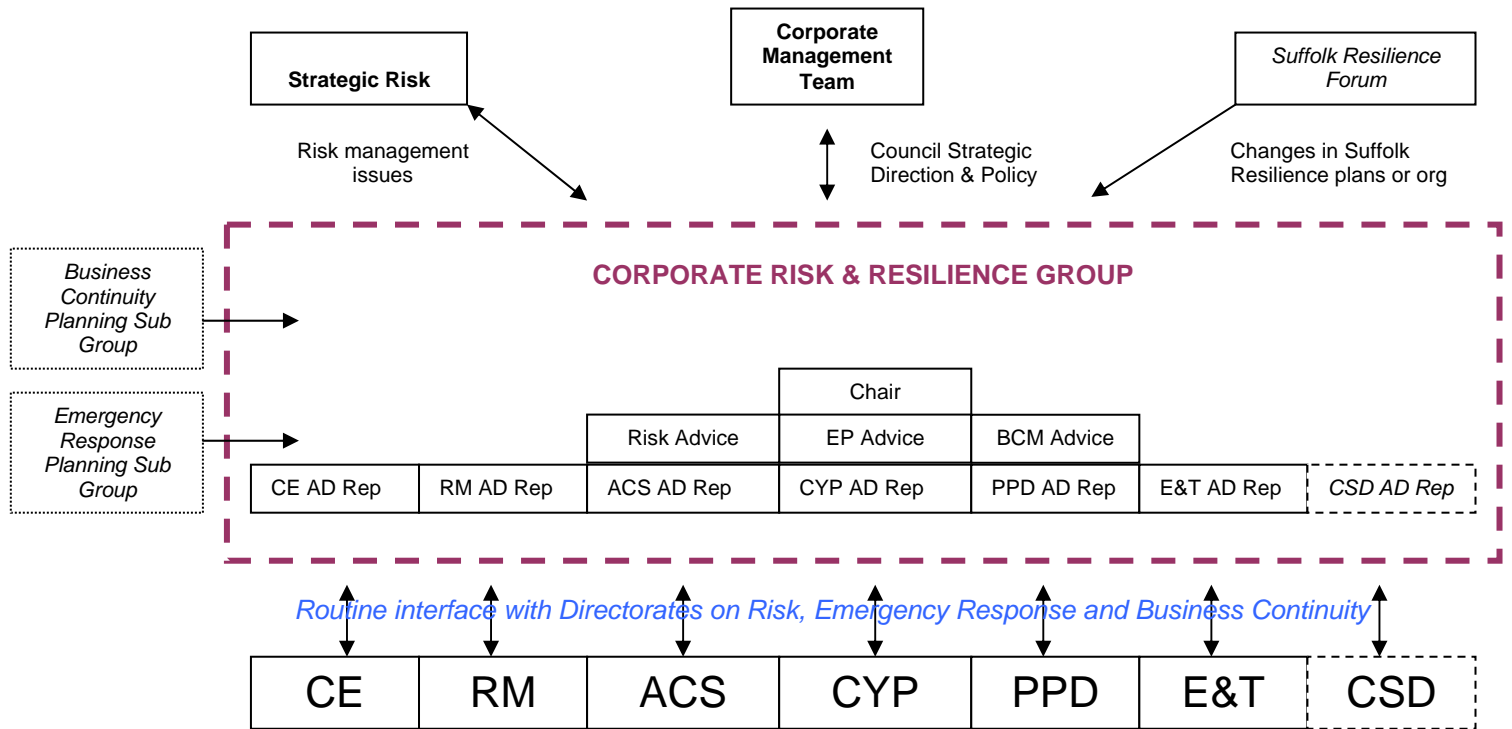
2. ObjectivesRisk

- a) Co-ordination of risk management across the Council. Ensuring that risk management records and procedures are properly maintained, decisions are recorded, and that clear audit trails exist in order to ensure openness and accountability.
- b) Provide advice and support on risk management to Chief Officers, Directorate Management Teams, risk owners/managers, risk administrators and service teams.
- c) Sharing of best practice on risk management
- d) Identification of risk management training and awareness needs across the council.
- e) Address internal audit recommendations concerning risk management.
- f) Identify issues for reference to Strategic Risk Panel and / or Corporate Management Team.

Resilience

- g) To routinely co-ordinate emergency response and business continuity planning activity across Suffolk County Council.
- h) To react to changes in community or corporate risk through the production or amendment of appropriate contingency plans.
- i) To facilitate cross directorate support, advice and mutual aid during recovery phases.
- j) To develop and agree appropriate training and exercise programmes to support council business continuity or emergency response.
- k) To act as a focal point for emergency response or business continuity for information in and out of directorates and to the Corporate Management Team.

3. Corporate Position



4. Composition

- a) **Chair** - AD PPD (Dep Chief Fire Officer)
(Dir PPD will report to CMT on council emergency response and business continuity issues).
- b) **Directorate Representatives** Assistant Director/Senior Manager level representative from each Directorate Management Team within Suffolk County Council.
- i. Chief Executives - Head of Communications
 - ii. Resource Management - Head of Projects and Services
 - iii. Adult and Community Services - AD Strategic Services
 - iv. Children and Young Peoples - AD (Infrastructure Development)
 - v. Public Protection - County Trading Standards Officer
 - vi. Environment & Transport Contracting - General Manager Highways
- Directorates will be expected to provide a suitably briefed replacement in the absence of the nominated person.
- c) **Specialist Members**
- i. Deputy Chair - Head of Emergency Planning
 - ii. Risk Management advice - Principal Risk Officer.
 - iii. Corporate Emergency Preparedness advice Planning - Principal Emergency Officer
 - iv. Corporate Business Continuity advice Manager. - Business Continuity
- d) **Observers**
- i. Customer Service Direct - Quality Performance Risk & Compliance Manager
 - ii. Policy Unit Business Support Manager

5. Resilience Group - Sub Groups

The Resilience Group will have 2 'in waiting' sub groups to provide a routine forum for the detailed development and review of the **County Council Emergency Response Plan** and for the development and alignment of **Directorate Business Continuity Plans** in support of the Corporate Business Continuity Plan. Each sub group will be made up of at least one representative from each directorate, or more depending upon the subject matter being covered. The chair and secretarial support for each sub group will be provided by the Joint Emergency Planning Unit (Senior Emergency Planning Officer for the Emergency Response Plan Sub Group and Business Continuity Manager for the Business Continuity Sub Group). Generic aims and objectives for both sub-groups are:

Aim To provide a working level mechanism for the development, maintenance and review of plans.

Objectives

- a. Complete detailed work as directed by the Main Group to develop and refine council contingency response in support of business continuity or emergencies.
- b. Act as a working link to directorates for emergency response and business continuity training and exercises agreed by the Main Group.

6. Meeting Frequency

- a. The combined Risk & Resilience Group (Risk first followed by Resilience) will meet quarterly unless deemed otherwise different.
- b. Resilience Group Sub Groups will meet around main meetings at a frequency commensurate with the timeline for the completion of work.

7. Agenda

- a. Any member of the group is entitled to submit agenda items.
- b. Resilience items to be passed to Principle Emergency Planning Officer at least 1 week prior to meeting date.
- c. Risk items to be passed to the Principal Risk Officer at least 1 week prior to the meeting date.
- d. The Chair reserves the right to prioritise items on the agenda as appropriate and include items in the forward agenda
- e. Minutes for the Resilience Group will be produced by JEPU.

8. Standing Agenda Items

- a. Apologies for absence
- b. Minutes of previous meeting
- c. Matters Arising (as submitted to support prior to meeting)
- d. Resilience Update (from RRF or SRF)
- e. Shared Learning
- f. Review of Resilience Group work list
- g. AOB (Declared at start of meeting)
- h. Forward Agenda
- i. Date and Time of next meeting

9. Administrative Support

- a. Main Risk & Resilience Group secretarial support for Agenda provided JEPU.
- b. The Resilience Group work list will be maintained by the JEPU as a record of ongoing issues for completion by the main or sub groups.

Lee Howell
Dir PPD/CFO (CMT lead for Resilience)

Graham Dixon
Dir RM (CMT lead for Risk)