

Staffordshire Prepared



Multi-Agency Incident Handbook



**Version 006
July 2019**

In an emergency, please refer to your organisation's response/Business Continuity Plans and/or the Staffordshire Prepared Strategic Leaders'/Tactical Leaders' Guide.

Protective Marking

This document has been marked as 'OFFICIAL' under the HM Government Security Classification.

Foreword

Welcome to the Staffordshire Resilience Forum (SRF) partnership's Multi-Agency Incident Handbook. The Handbook is designed to help anyone working within the partnership to understand how the responder community of Staffordshire and Stoke-on-Trent prepares itself for Incidents¹.

Over time, the handbook's remit has changed to cover any incident or event requiring a multi-agency response. This change recognises that not all incidents are declared as "major incidents" but require or would benefit from a multi-agency co-ordination as outlined in the handbook. The ethos of collective, co-ordinated response can and should be applied to any incident throughout its lifecycle, as JESIP teaches from operational response and upwards through tactical and strategic levels of co-ordination.

The Handbook is aimed at a number of target audiences. First and foremost, it is designed to assist contingency planners in writing effective plans that complement our partnership's multi-agency structures. Beyond this, the Handbook provides a useful overview to staff who are completely new to Civil Contingencies or are perhaps newly arrived in the area. Alternatively, the Handbook will be very useful to responders who may have previous experience of this type of work but may wish to re-familiarise themselves with key concepts before attending a training event or exercise provided by the Civil Contingencies Unit (CCU).

No matter who is reading this document, the Handbook is structured in a way that is accessible yet necessarily comprehensive. In simple terms, it promotes interoperability by answering the fundamental question, 'How do we do resilience in Staffordshire & Stoke-on-Trent?'

We hope that you find the Handbook useful and we would welcome your feedback on it at any time.

Bethan Morgan



Director
Civil Contingencies Unit

¹ The Handbook accepts the existence of the terms 'Emergency', 'Major Incident', Major Emergency and 'Disruptive Challenge' across multi-agency response and recovery. The Handbook views all terms as interchangeable, and therefore referring to the legal definition of a circumstance described as an 'Emergency' in the Civil Contingencies Act 2004, Part 1 – 1 "Meaning of Emergency".

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Version Control

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Equality & Diversity

The Staffordshire Resilience Forum is committed to promoting an environment that values diversity. All organisations that may be required to respond to an incident must ensure that anyone involved is treated equally and fairly and not discriminated against on the grounds of any of the protected characteristics as detailed by the Equality Act 2010.

Distribution List

The Multi-Agency Incident Handbook is available across the SRF Partnership and to the general public via electronic distribution. The most up-to-date copy can always be accessed via the Staffordshire Resilience Forum pages of Resilience Direct or by contacting the CCU direct on 01785 898618.

1. Introduction

The Incident Handbook is a CCU-produced initiative that promotes consistency of multi-agency preparation for, response to and recovery from, incidents in Staffordshire and Stoke-on-Trent.

1.1 Aim

The aim of the Incident Handbook is to promote a clear and consistent understanding of resilience arrangements in Staffordshire and Stoke-on-Trent.

1.2 Objectives

To achieve this aim, the objectives of the Incident Handbook are to:

- Provide key information and underpinning knowledge in a way that is clear, consistent and simple to understand.
- Promote sharing of information across the responder community of the SRF partnership.
- Define the legislative requirements of the Civil Contingencies Act 2004.
- Define the national and sub-national arrangements for preparing for and responding to a major incident or emergency.
- Define how the SRF partnership prepares for, responds to and recovers from incidents.
- Define the responsibilities of responder organisations in Staffordshire and Stoke-on-Trent under the Civil Contingencies Act 2004.
- Provide an overview of key concepts used in multi-agency response such as JESIP.

2. Ownership and Audience

The Handbook is a multi-agency document that is produced by the CCU on behalf of the SRF partnership.

The Handbook will be reviewed annually by the CCU. Reviews outside of this cycle could also be prompted by (not exhaustive):

- Major changes in the Community Risk Register (CRR).
- New threat assessments.
- Lessons identified from incidents, exercises or training and debriefing.
- Restructuring of organisations or procedures.
- Changes in national policy or guidance documents.
- Changes to related plans impacting on the Handbook.
- Alterations as directed by the Chair of the SRF and / or Director of Civil Contingencies.

The Handbook is intended for use by all organisations within the SRF partnership that could support the response to, and recovery from, a multi-agency incident.

3. National Arrangements for Civil Contingencies

3.1 Civil Contingencies Act 2004 (CCA 2004)

The CCA 2004, and accompanying non-legislative measures, delivers a single framework for civil protection in the United Kingdom². The Act is separated into two substantive parts: Local Arrangements for Civil Protection (Part 1) and Emergency Powers (Part 2).

Part 1 of the Act defines an emergency and outlines the two main categories of responders Category 1 and Category 2 responders (usually referred to as Cat 1/Cat 2 responders)) and specifically what the statutory duties placed on Cat 1 and Cat 2 responders are.

Part 2 of the Act, updates the 1920 Emergency Powers Act to allow for the making of temporary special legislation (emergency regulations) to help deal with the most serious emergencies. The use of Emergency Powers is a last resort option and planning arrangements at the local level should not assume that emergency powers will be made available. Their use is subject to a robust set of safeguards - they can only be deployed in exceptional circumstances.

Annexes A, B and C outline the main Cat 1, Cat 2 and other responders respectively, as defined by the CCA 2004, and their respective duties under the Act.

3.2 The Civil Contingencies Act 2004 (Contingency Planning) Regulations 2005

The Regulations provide more detailed information on the specific duties listed in the CCA 2004. In addition, the Regulations provide further information on the implementation of the duties in relation to the geographical areas of Northern Ireland, England & Wales, Scotland and London.

3.3 Guidance

Further clarity and context is given to the CCA 2004 and the regulations by a range of guidance documents that are produced by the Civil Contingencies Secretariat or other UK Government Departments. A list of guidance documents is shown at [Diagram 1](#). It should be noted that this diagram is more for illustrative purposes as further guidance documents will be published and/or amended quite frequently. For an up-to-date position on published guidance, please refer to the CCU in the first instance.

Guidance documents are extremely useful in providing detailed information on contingency planning for a specific risk, hazard or threat. They can also provide a valuable overview of contingency planning arrangements for a particular sector (e.g. the NHS) or for a particular phase of a major incident (e.g. Recovery).

² Note that the Act contains additional requirements specific to Scotland and Scottish Ministers.

For anyone looking to gain a generic understanding of contingency planning for response and recovery, perhaps the best two guidance documents that should be referred to are 'Emergency Response and Recovery – Non-Statutory Guidance Accompanying the Civil Contingencies Act 2004' and 'Emergency Preparedness'. Both can be downloaded from the Cabinet Office Website and can also be viewed in hard copy at the CCU.

3.4 Legal definitions: Emergency and Major Incident

There is a specific legal definition of emergency listed at Part 1, Section 1 (1) of the CCA 2004. The definition is as follows:

- (1a) An event or situation which threatens serious damage to human welfare in a place in the United Kingdom.
- (1b) An event or situation which threatens serious damage to the environment of a place in the United Kingdom.
- (1c) War or terrorism, which threatens serious damage to the security of the United Kingdom.

The event or situation in section 1(1) may occur or be **inside** or **outside** the United Kingdom.

For the purposes of subsection (1a):-

An event or situation threatens damage to human welfare **only** if it involves causes or may cause:

- Loss of human life.
- Human illness or injury.
- Homelessness.
- Damage to property.
- Disruption of a supply of money, food, water, energy or fuel.
- Disruption of an electronic or other system of communication.
- Disruption of facilities for transport.
- Disruption of services relating to health.

For the purposes of subsection (1b):-

An event or situation threatens damage to the environment only if it involves, causes, or may cause:

- Contamination of land, water or air with biological, chemical or radioactive matter.
- Disruption or destruction of plant life or animal life.

3.4.1 Major Incident: revised definition

A revised definition for the term MAJOR INCIDENT (MI) was adopted in 2016 and is as follows:

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

Notes on this definition are as follows:

- a) 'emergency responder agencies' describes all Category one and two responders as defined in the Civil Contingencies Act (2004) and associated guidance;
- b) a major incident is beyond the scope of business-as-usual operations, and is likely to involve serious harm, damage, disruption or risk to human life or welfare, essential services, the environment or national security;
- c) a major incident may involve a single-agency response, although it is more likely to require a multi-agency response, which may be in the form of multi-agency support to a lead responder;
- d) the severity of consequences associated with a major incident are likely to constrain or complicate the ability of responders to resource and manage the incident, although a major incident is unlikely to affect all responders equally;
- e) the decision to declare a major incident will always be a judgement made in a specific local and operational context, and there are no precise and universal thresholds or triggers. Where LRFs and responders have explored these criteria in the local context and ahead of time, decision makers will be better informed and more confident in making that judgement.

3.5 The practical application of a Major Incident

Local experience has shown that a fear of declaring a major incident sometimes exists, even when the circumstances dictate that one should be declared. A potential consequence of this was highlighted by The Pitt Review: Learning lessons from the 2007 floods³. Pitt urged responders to guard against any delay in declaring a major incident and invoking multi-agency response and recovery structures if some or all of the circumstances that constitute one are present (or may be present) in the very near future.

To assist further SRF partners, a practical definition of a major incident is a circumstance that could typically involve some or all of the following:

- The rescue, treatment and transportation of a large number of casualties.
- The involvement either directly or indirectly of large numbers of people.
- The handling of a large number of enquiries likely to be generated both from the public and the news media, usually addressed to the Police.
- The need for the deployment and co-ordination of large scale combined resources of two or more Cat 1 responders.
- The mobilisation and organisation of the Emergency Services and supporting services, e.g. Local Authority, to cater for the threat of death, serious injury or homelessness affecting a large number of people.

³ The Pitt Review: Learning lessons from the 2007 floods (25 June 2008), Cabinet Office

Perhaps the simplest test of this broader definition is when the impact of a situation is significant in scale, it will make significant demands on local responders and it will involve an exceptional deployment of resources⁴.

3.6 Declaration of a major incident/activation of multi-agency response

A major incident may be declared by any officer of a Cat 1 responder organisation from one of the Emergency Services, Environment Agency, NHS Trusts/Organisations or Local Authorities. In so doing, there should be clear evidence that some or all of the criteria outlined at 3.5 above have been satisfied and that, as a result, the management of the situation is very clearly out of what should routinely be expected within normal day-to-day operations.

It is important to note that a major incident may not engage all responders equally; or require the same level of activity to support the response. However, recognition of the declaration and preparedness to support the multi-agency response is critical to deliver a co-ordinated response. The declaration of a major incident by one organisation and the implications of this must be communicated quickly between partners. The agency/agencies who declare(s) a major incident should ensure this is logged and then communicate with CCU the rationale and implications, in order to disseminate to wider partners.

Furthermore, the activation of a co-ordinated multi-agency response and Staffordshire Prepared plans or processes is not reliant upon the declaration of a major incident. These structures and assets can and should be activated and utilised early and in any situation where multi-agency co-ordination is required.

⁴ HM Government 'Emergency Response and Recovery Non-Statutory Guidance Accompanying the Civil Contingencies Act 2004' 1.3.6.

3.7 UK Concept of Operations (UK CONOPs)

UK CONOPs outlines the main structures and processes that the UK Government will implement in order to respond to, and recover from, an emergency. In particular, it focuses on the key national structures that could be implemented in the event of a short or no-notice event. UK CONOPs complements the CCA 2004 and for this reason, the local response and recovery arrangements that are put in place by the SRF partnership are deliberately designed to link in to these.

In summary, UK CONOPs outlines the following concepts that would be key to an effective UK response or recovery operation during a major incident:

- The role of Cabinet Office and Lead Government Departments (LGD).
- The role of Cabinet Office Briefing Rooms (COBR).
- How UK Government response links into local response and recovery arrangements (in our case through the SRF partnership).
- The role of the Ministry of Housing, Communities & Local Government's Resilience Emergencies Division MHCLG (RED).

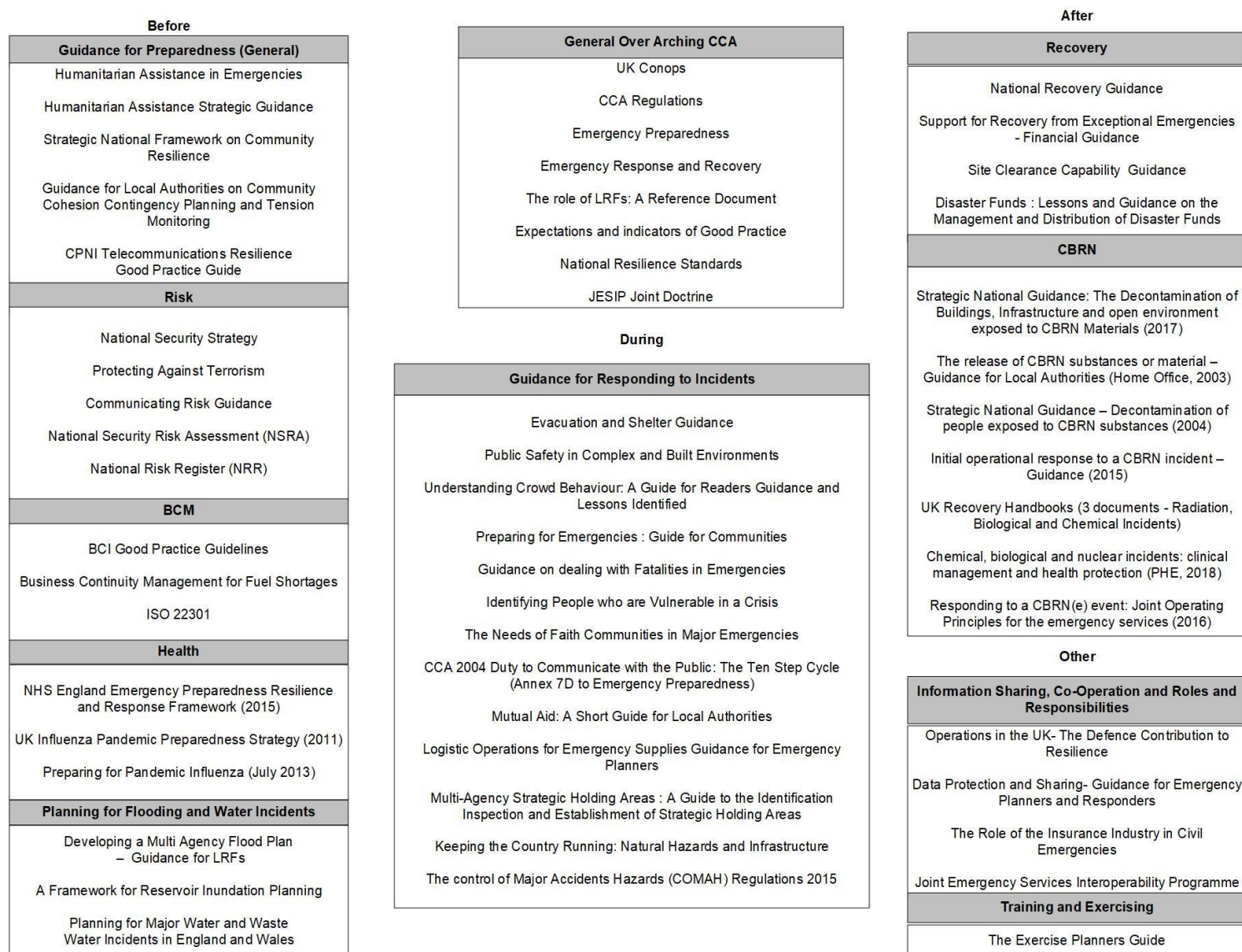
3.8 Joint Emergency Services Interoperability Principles (JESIP)

The SRF partnership supports the nationally agreed JESIP Doctrine in full. In practice, this consists of:

- JESIP principles and joint doctrine being integrated with the SRF partnership's plans, including the Strategic and Tactical Leaders' Guides.
- Tactical commanders of all agencies being offered JESIP Tactical Commander Training.
- Promotion of JESIP training to other key partners e.g. crowded places.
- All CCU Officers undertaking the JESIP Tactical Commander Training.
- All JESIP trained staff using the National Decision Model and METHANE incident reporting model.
- Promotion of JESIP in training delivered to partners JESIP principles being employed at multi-agency exercises run by the CCU.
- On-going support for additional doctrine and supporting training and exercising as part of the ongoing JESIP initiative.

Further information on JESIP can be found at <http://www.jesip.org.uk/>.

Diagram 1- Guidance Documents for Civil Contingencies



4. Sub-National Arrangements for Civil Contingencies

4.1 Ministry of Housing, Communities and Local Government (Resilience and Emergencies Division) MHCLG (RED)

MHCLG Resilience and Emergencies Division (RED) is committed to working with and supporting Staffordshire LRF to help improve capability and readiness to respond to and recover from emergencies. RED will be the two-way communication link between central government departments and Staffordshire. Support will primarily be provided by two dedicated Resilience Advisers or by a specific RED capability lead (according to expertise and availability).

RED will engage formally with the LRFs through the following meetings:

- Staffordshire Resilience Forum (SRF)
- SRF Tactical Group
- Risk Assessment Working Group (RAWG)
- Other sub-groups as agreed/appropriate by exception

RED will provide updates on national risks and other issues including the cross-Whitehall Forward Look and feedback to Central Government Departments.

Outside of meetings, ad-hoc engagement, support and advice will be provided as requested by the LRF or individual partners. This might include:

- Working with the LRF to support agreed resilience objectives as set out in its Work Programme.
- Working with the LRF to resolve blockages of issues at a local level or wider crosscutting issues that would impact on the capacity or capability of local responders to plan.
- Facilitating the sharing of good practice between LRFs and individual Local Authorities.
- Directly engaging with Local Authorities to raise the profile of resilience and preparedness.

RED will also maintain regular contact with the CCU as appropriate.

RED will actively support training, exercises and events that involve a Government Liaison Officer role.

4.2 MHCLG (RED) role in an Emergency

During an emergency RED will provide a Government Liaison Officer (GLO) to a Strategic Co-ordinating Group (SCG) to support the LRF's response, and act as the two-way communication channel with central government. In some cases, the GLO might be different to the designated Resilience Adviser and sometimes the presence will be virtual (by phone) rather than physical.

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During the response phase, the GLO will also act as a Recovery Liaison Officer (RLO) on any Recovery Group set up by the SCG to act as a link between the Lead Government Department and the LRF Recovery Working Group. During the recovery phase the RLO will provide advice and support on matters within MHCLG fields of responsibility (e.g. housing, planning, Bellwin Scheme).

Where appropriate, RED will also organise multi-LRF Response Co-ordination Groups (ResCGs) usually by teleconference, to help facilitate cross-LRF communication, mutual aid and support. ResCGs may also be set up at the request of the LRF.

This has been agreed as the principle areas where the RED Resilience Adviser will support and assist Staffordshire Local Resilience Forum.

This sets out the focus and scope of the current engagement. It is not an exhaustive list and is subject to regular review.

5. Local Arrangements for Civil Contingencies: Day-to-Day Working of the SRF Partnership

5.1 The SRF Partnership

The 'SRF partnership' is the term used to describe the mechanism through which routine Civil Contingencies activity is co-ordinated and delivered at a local level in Staffordshire and Stoke-on-Trent. An overview of the SRF partnership's structures for normal daily business is shown at [Diagram 2](#). There are a number of key elements to this partnership approach:

5.1.1 Partner Organisations

The SRF partnership consists of the following organisations (see Annexes A, B and C):

- Cat 1 responders
- Cat 2 responders
- NHS organisations not covered by the CCA 2004 but still engaged fully in the SRF partnership (Midlands Partnership Foundation Trust; and North Staffordshire Combined Healthcare Trust)
- MHCLG (RED)
- Military
- Voluntary Sector
- Private Sector organisations and Representative Bodies
- CCU

5.1.2 Meetings

As shown in Diagram 2 (page 24), there are a number of agreed meetings within the SRF partnership:

i. The SRF

This is a meeting that is a mandatory requirement under the CCA 2004. In accordance with the Act, the SRF meets every six months and its primary function is to oversee the risk profile and multi-agency output of the entire SRF partnership. By its very nature, the SRF is intended to attract a strategic audience at Chief Executive or Deputy Chief Executive (or equivalent) level. The meeting is chaired by Staffordshire Police and has agreed Terms of Reference in place.

ii. The SRF Tactical (SRFT) Meeting

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This meeting brings together tactical or middle management level representatives from SRF Cat 1 responders to monitor key multi-agency projects, review lessons from incidents, review risks and escalate any matters of a strategic nature to the SRF. The meeting meets four times a year, is chaired by Staffordshire Police and has agreed Terms of Reference in place.

iii. The Risk Assessment Working Group (RAWG)

The RAWG brings together subject matter experts from the SRF partnership's Cat 1 responders to review and update the SRF's risk profile. Once complete, the risk profile, known as the Community Risk Register (CRR), is published on the Staffordshire Prepared website, as it is a mandatory requirement of the CCA 2004 for the document to be publicly available. In addition, the RAWG produces a Risk Treatment Document that links risks from the CRR to the SRF partnership's multi-agency plans and protocols. For reference, all supporting documents relating to the CRR are held on Resilience Direct. The RAWG meets every three months, a couple of weeks prior to SRFT and is chaired by the CCU. It too has agreed Terms of Reference in place.

iv. The Media and Communications Group

The Media and Communications Group brings together media and communication officers from SRF partner organisations to develop and promote mutual support and co-operation between Communications Teams across Staffordshire and Stoke-on-Trent. The Group meets quarterly, is chaired by a representative of the emergency services, supported by CCU and has agreed Terms of Reference in place.

v. SRF Conference (sometimes referred to as the Information Sharing Forum - ISF)

The conference arranged by the CCU provides all SRF partners, to receive presentations on topical Civil Contingencies issues. The annual event is held at large venues in Staffordshire and Stoke-on-Trent in order to maximise the opportunity for SRF partners to attend.

vi. The Voluntary Sector Meeting

The Voluntary Sector Meeting takes place several times a year at the CCU and is chaired by staff from the CCU. The meeting provides a valuable opportunity to update the Voluntary Sector on work within the SRF partnership and for arrangements with them to be agreed.

vii. The Civil Contingencies Unit Strategic Leaders' Meeting (CCUSLM)

The CCUSLM brings together colleagues from the CCU's funding partners who have strategic lead responsibility for Civil Contingencies within their respective organisations. The focus of discussion is around strategic planning for the CCU from a business perspective (i.e. there should be no focus on

contingency planning in the meeting). The meeting is chaired by the Chief Fire Officer (or nominated Principal Officer) in the role of guarantor of Business Assurance to the SRF partnership.

viii. Local Health Resilience Partnership (LHRP)

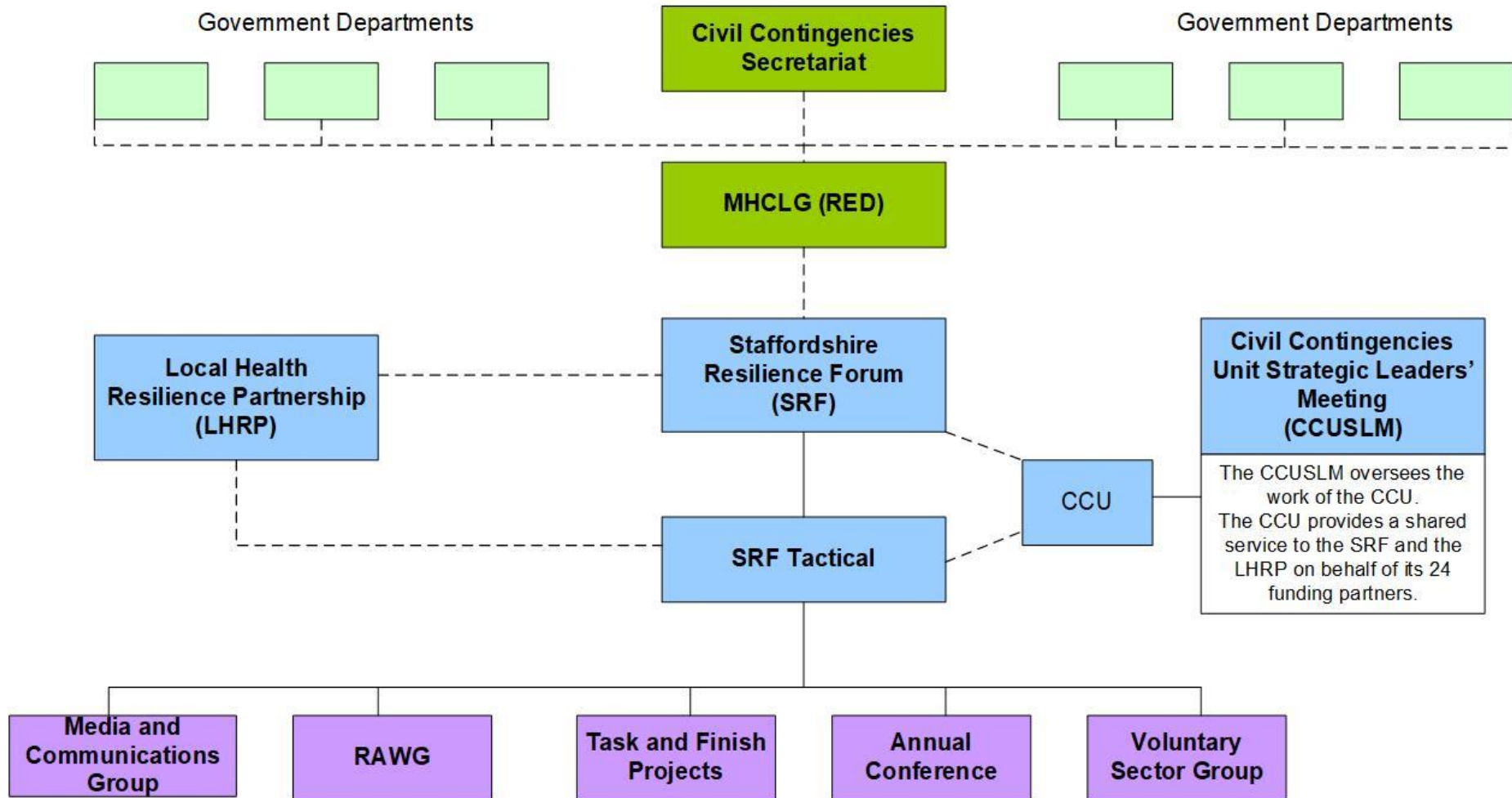
The LHRP is a strategic meeting that is a formal requirement under the national NHS Emergency Preparedness, Resilience and Response (EPRR) arrangements. The meeting brings together representatives from the NHS Organisations in Staffordshire and Stoke-on-Trent to co-ordinate resilience activity such as exercises, training and plan development. The LHRP meets quarterly and is co-chaired by the Lead Director for EPRR from NHS England and NHS Improvement and the Local Authority Director of Public Health for Staffordshire.

The work of the LHRP is supported by a meeting of Health Emergency Planning Officers (HEPOs) from the NHS organisations in Staffordshire and Stoke-on-Trent. This meets every three months and is chaired by the EPRR lead from NHS England.

5.1.3 Task & Finish Projects

Task & Finish projects are the main delivery mechanism for multi-agency training, plans and exercises in the SRF partnership. An outline proposal or Business Case for each Task & Finish project is typically raised via the SRFT Meeting for approval. Once agreed, each project is monitored by SRFT and ultimately closed by SRFT or the SRF, depending on the nature of the agreed outcomes.

Diagram 2- SRF Partnership Structures (Normal Daily Business)



5.1.4 The CCU

The CCU is a specialist team of contingency planners that support the work of the SRF partnership. The CCU is funded by SRF responder organisations, (most of whom are Cat 1 responders) and it is based in Stafford, next to Stafford Fire Station.

The CCU has four main roles:

- i. Development, review and storage of the SRF partnership's strategic, multi-agency response and recovery plans. These are known as 'Staffordshire Prepared Plans'.
- ii. Design and delivery of multi-agency training, coaching and exercising.
- iii. Provision of 24/7 operational support to SRF partner organisations on request during incidents.
- iv. Provision of secretariat support to the main meetings of the SRF partnership.

The CCU has a number of capabilities that could be of use to all levels of responders in the SRF partnership area, both during incidents and during routine, day-to-day contingency planning. Support for non-incident related work is listed in this section below. The Unit's support for incident related work is outlined later in the Handbook at Section 6.3 (g.). An overview of the CCU is provided at [Diagram 3](#) for ease of reference.

a) Staffordshire Prepared Website

The Staffordshire Prepared website (www.staffordshireprepared.gov.uk) is a single portal for Information Sharing, Warning and Informing for the public of Staffordshire and Stoke-on-Trent. The website is provided by Staffordshire County Council and the day-to-day content management and operation of the site is carried out by the CCU.

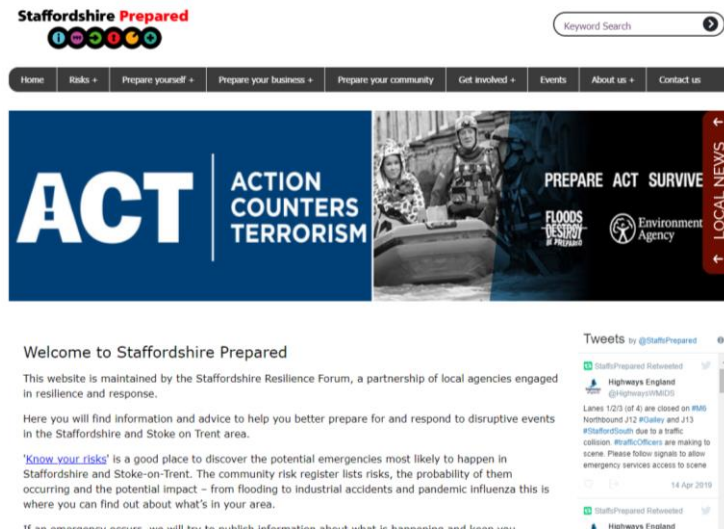
The website has the following key features:

- i. A '**Risk Register**' section. This provides the public and responders with detailed information on the SRF partnership's risk profile. This includes access to the partnership's current Community Risk Register (CRR) (see f) below).
- ii. A '**Prepare Yourself**' section to advise the public on what sensible preparations they can make.
- iii. A '**Prepare Your Business**' section for advice for businesses. This provides useful background information and related links to support contingency planning in businesses, households and communities.
- iv. A '**Prepare Your Community**' section.
- v. A '**Get Involved**' section to encourage to encourage children's involvement.

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- vi. An **'Events'** section giving details on the 30 days 30 ways initiative.
- vii. **'About us'** giving details of the SRF and the CCU.
- viii. The **'Contact Us'** page explains how the public can get in touch with the CCU.



The Staffordshire Prepared website's home page

b) Multi-Agency Training

The CCU designs, delivers and reviews a comprehensive range of multi-agency training for the SRF partnership. Each training event is intended to introduce and/or develop core skills that are relevant to the roles undertaken by Cat 1 responders in a major incident. Where indicated, CCU training is accredited under the Continuing Professional Development (CPD) scheme and aligned to National Occupation Standards (NOS).

c) Multi-Agency Exercising

The CCU designs, delivers and reviews a comprehensive range of multi-agency and single-agency exercises, relating to one or more specific risks on the CRR. Exercises range from one-hour familiarisation events to large scale, live deployment exercise lasting for a number of days. Where indicated, CCU exercises are accredited under the Continuing Professional Development (CPD) scheme.

d) Training & Exercise Prospectus

The CCU produces an annual Training & Exercise Prospectus for reference by the SRF partnership. The Prospectus is available for download via the Staffordshire Resilience Forum's Resilience Direct pages.

e) E-Learning

The CCU produces, delivers and reviews a range of E-Learning packages for multi-agency partners of the SRF.

f) Community Risk Register (CRR)

Under the CCA 2004, all LRFs must have an up-to-date CRR in place that is regularly reviewed and publicly available. The SRF partnership's CRR is held at the CCU and is publicly available via the Staffordshire Prepared Website. The CRR is reviewed by the multi-agency partners of the RAWG and it combines risks from a national and local level to produce a risk profile for the SRF partnership.

It is important to note that the risk profile that is produced via the CRR is based on a 5-year time window. As a result, the pictorial representation of the CRR may well show certain anomalies if it is ever interpreted as a real-time or dynamic picture of risk. As a 5-year planning tool, the CRR's primary function is to ensure that the SRF partnership prioritises its scarce resources over time to produce strategic plans in response to a sliding scale of risk (i.e. starting with the very highest risks first).

g) Resilience Direct

Resilience Direct (RD) is a national, internet-based, secure platform for the purpose of sharing information with resilience partner organisations. Resilience Direct is used as a main conduit for the communication and transmission of plans and maps by CCS and other LRFs and can hold documentation marked up to OFFICIAL – SENSITIVE.

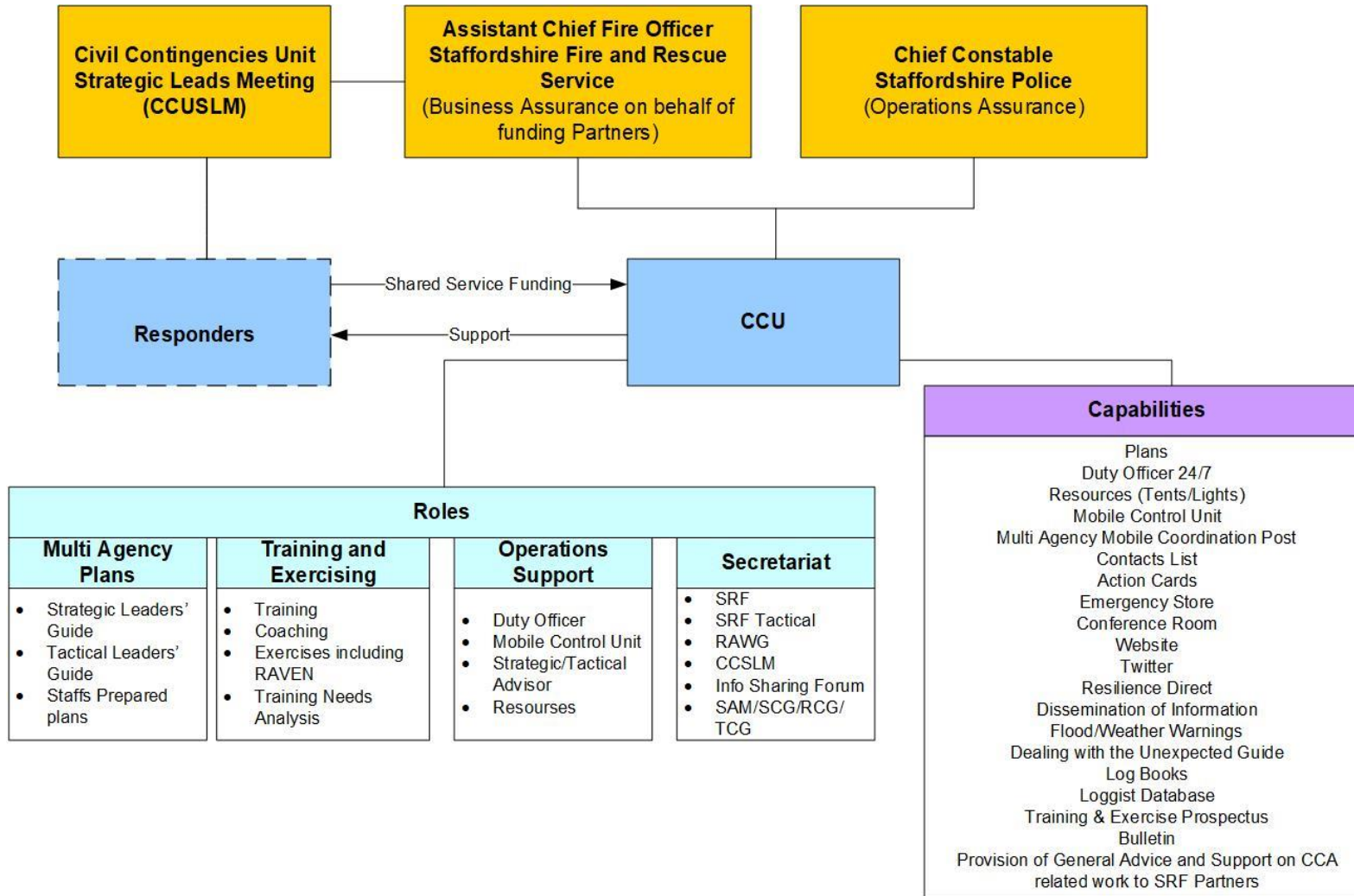
To access RD, individuals must be part of an approved organisation and be authorised with an account from their host organisation which will have its own nominated administrators.

Staffordshire Resilience Forum maintains a presence on RD that is used to store Staffordshire Prepared plans, procedures, meeting papers, key documents and incident information, to which any local user of a partner organisation can request access. The CCU is the administrator for this site and also administers its own internal Staffordshire Civil Contingencies Unit site.

h) Staffordshire Prepared monthly bulletin

The CCU produces a monthly bulletin outlining current work being undertaken by the SRF partnership, in addition to any major events that have taken place or staff changes at the CCU. The bulletin is distributed by email every month.

Diagram 3 – Staffordshire Civil Contingencies Unit



6. Local Arrangements for Civil Contingencies: Multi-agency Incident Response and Recovery in the SRF Partnership

It should be expected that any multi-agency operation will naturally be an extremely complex, fast-moving, high-pressure and potentially emotionally draining environment. Difficult decisions, potentially affecting 'life and limb', will need to be made based on incomplete and potentially conflicting information, in a tempo that is seldom routinely experienced outside the Emergency Services.

Such uniquely challenging circumstances can create their own risk, namely that of bringing together a number of SRF partner organisations, potentially in excess of 20, to seamlessly work together in a single, consistent response and recovery structure. With this in mind, the SRF has the flexibility to adopt a range of structures to respond to and recover from an incident. These are in keeping with those laid down by the CCA 2004, UK CONOPs, JESIP and national guidance. In addition, a number of concepts have been designed, tested and implemented locally to ensure that any response or recovery operation is suited to the geography, politics, risks, capability and capacity within the SRF partnership.

For ease of reference, this section will outline the SRF partnership's response and recovery structures as follows:

- 6.1 Principles
- 6.2 Structures
- 6.3 Support

6.1 Principles

The SRF partnership aligns itself with the principles of major incident response and recovery, as laid out in UK CONOPs, as follows:

6.1.1 Preparedness

- Multi-Agency Training
- Multi-Agency Exercising
- Strategic Leader Coaching
- Staffordshire Prepared Plans
- Single-Agency Training
- Single-Agency Plans
- Single-Agency Exercises

6.1.2 Continuity

- Business Continuity Planning
- Business Continuity Exercising

6.1.3 Subsidiarity

- Adoption of the Strategic-Tactical-Operational⁵ approach to ensure decision-making takes place at the lowest appropriate level and co-ordination takes place at the highest necessary level.

6.1.4 Direction

- Definition of unifying Mission and supporting Strategic Objectives at strategic level for response.
- Definition of Recovery Objectives at strategic level for recovery.
- Exercising Mission and Strategic Objectives concept at RAVEN tactical and strategic levels.
- Production and review of Strategic Leaders' Guide and accompanying coaching.
- Production and review of Tactical Leaders' Guide and accompanying coaching.

6.1.5 Integration

- Co-ordination support provided locally to multi-agency operations by CCU.
- Co-ordination support provided with sub-national and national tiers through MHCLG (RED).

6.1.6 Communication

- Resilient Telecommunications Plan in place and tested via Exercise MERCURY.
- Multi-agency Media and Communication Group and Plan are in place.
- Access to Staffordshire Prepared Website and Resilience Direct via CCU.
- Access to Twitter via CCU.
- CCU Contacts List.

6.1.7 Co-operation

- Relationship-building through ISF, attendance at multi-agency training and exercises etc.
- Mutual Aid agreements in place.
- Sharing of plans and best practice across the SRF partnership.

6.1.8 Anticipation

- Maintenance of the CRR.
- Horizon-scanning through MHCLG (RED) and CCU networks.
- Open dialogue between Chair of SRF and Director of Civil Contingencies.
- Implementation of Strategic Assessment Meeting (SAM) concept to pre-empt and prepare SRF partnership for emerging risks.

⁵ This replaces Gold/Silver/Bronze in accordance with JESIP.

6.2 Structures

6.2.1 Preparation Phase

a) Strategic Assessment Meeting (SAM)

The SAM is a locally developed initiative, resulting from direct experience of the summer 2007 floods. It is a pre-emptive, precautionary meeting of strategic leaders from SRF partner organisations that can be brought together to informally assess an emerging risk. This allows the SRF partnership to be on the 'front foot' by promoting a range of simple steps in readiness for a risk to potentially escalate.

The SAM is normally brought together and chaired by the lead responder (based on type of risk), supported by the CCU. The meeting follows an agenda template and Terms of Reference that are contained within the Strategic Leaders' Guide (see below), it should normally take about one hour and it should be logged and voice recorded.

There is no hard-and-fast rule governing how many SAMs may be held; it is entirely up to those attending the meeting to decide on the most appropriate number and frequency of subsequent meetings in keeping with the scenario at hand. However, should the risk continue to escalate such that a formal multi-agency response and recovery structure is activated by the SRF partnership, the SAM should be replaced by a Strategic Co-ordinating Group (SCG).

SAMs have been held by the SRF partnership on a number of occasions since 2008, covering risks such as flooding and industrial action. Based on this experience, it is perhaps worth noting some of the key areas where decisions have routinely been taken by SAMs:

- Choosing a common name for the potential operation to ensure consistency of reference.
- Confirming what the specific triggers are for activating a multi-agency response and recovery structure.
- Communicating the outcome of the meeting to SRF partners.
- Confirming what Staffordshire Prepared Plans or related protocols would need to be activated if the situation escalates.
- Confirming what will be communicated to responders and the public via media/social media.
- Confirming Lead Responders at the Strategic, Tactical and Operational levels of the operation that may follow if the risk continues to escalate.

b) Tactical Assessment Meeting (TAM)

The TAM is a locally developed initiative, resulting from direct experience of the planning for pre-identified demonstrations in October 2015 and March 2016. It is a pre-emptive, precautionary meeting of tactical leaders from SRF partner organisations that can be brought together to informally assess an emerging operation or risk. This allows the SRF partnership to be on the 'front foot' by promoting pre-planning measures in readiness for an event.

The TAM is normally brought together and chaired by a senior officer from the lead responder organisation and will be supported by the CCU. The meeting follows an agenda template and Terms of Reference that are contained within the Tactical Leaders' Guide (see below), it should normally take about one hour and it should be logged and voice recorded.

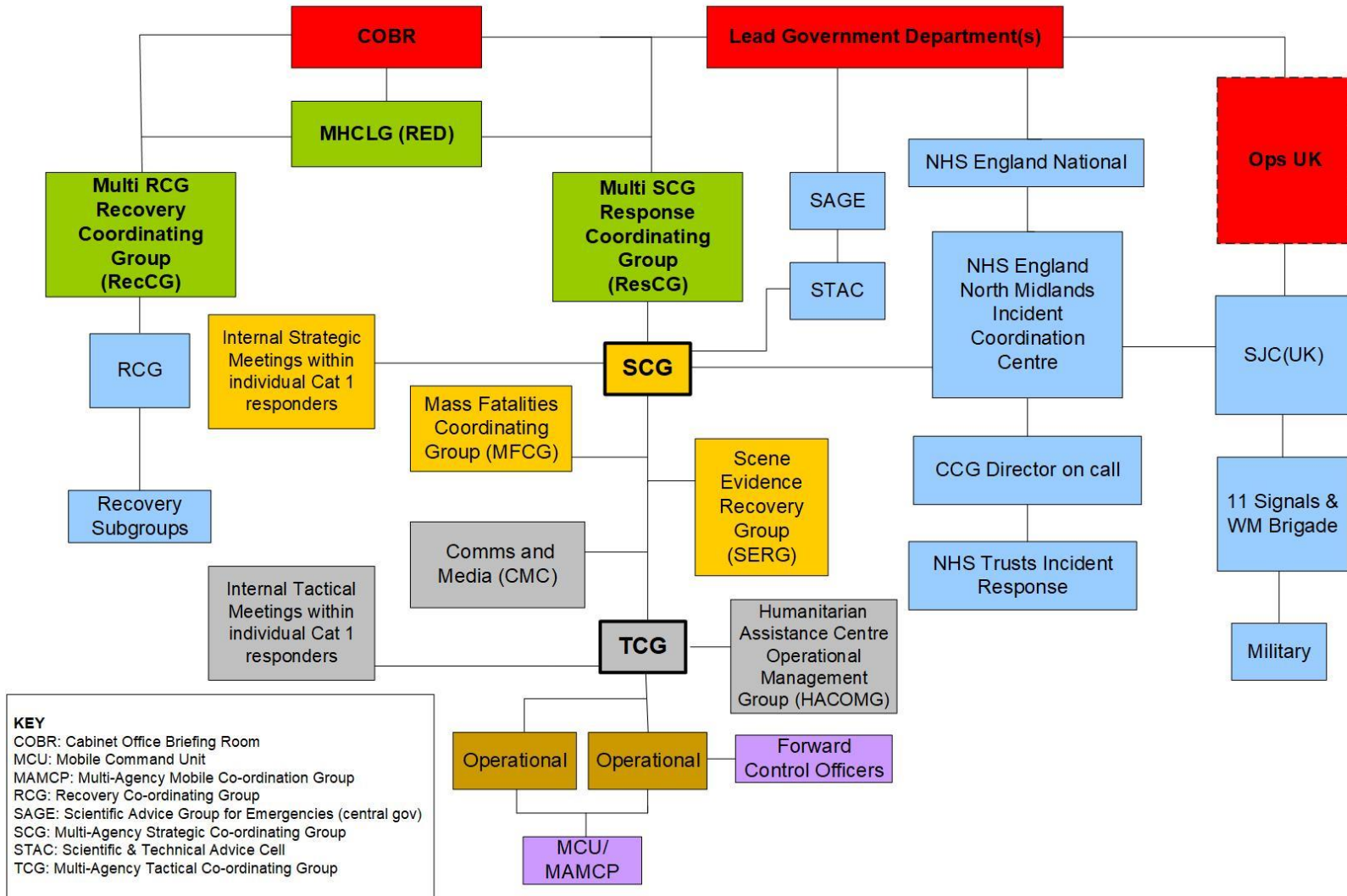
There is no hard-and-fast rule governing how many TAMs may be held; it is entirely up to those attending the meeting to decide on the most appropriate number and frequency of subsequent meetings in order to plan for the scenario at hand. However, should the group's activity identify strategic risks outside the delegated remit of the TAM membership that require senior action or consideration, a SAM (see above) should be convened to escalate issues for attention.

Based on the experience of planning for public demonstrations and other operations, it is perhaps worth noting some of the key areas where decisions could be taken by TAMs:

- Choosing a common name for the potential operation to ensure consistency of reference (if not already agreed).
- Identifying key organisations to be involved in multi-agency planning, their role and responsibilities.
- Confirming what the specific triggers and arrangements are for a multi-agency response and recovery structure.
- Communicating decisions and information to partners to assist their preparedness to pre-planned events.
- Confirming what Staffordshire Prepared Plans or related protocols would need to be activated if the situation escalates.
- Confirming what will be communicated to responders and the public via media/social media.
- Confirming Lead Responders at the Strategic, Tactical and Operational levels of the operation that may follow if the risk continues to escalate.

Diagram 4- SRF Partnership Structures (Response and Recovery)

Note: All may not be involved



6.2.2 Response Phase

An overview of the SRF partnership's main structures for responding to and recovering from a major incident are shown at [Diagram 4](#). These consist of some or all of the following:

a) Strategic Co-ordinating Group (SCG)

The SCG is the meeting for strategic leaders (Chief Executive and Deputy Chief Executive or Principal Officer level managers) to co-ordinate a multi-agency response operation. Some responders may still refer to the SCG as 'Multi-agency Gold' however, for consistency and to remove any ambiguity, the SRF partnership makes singular reference to the 'SCG', as laid down in the JESIP Doctrine.

The SCG is usually chaired by the lead responder (depending on the risk). It should not be assumed that the SCG will be chaired by Staffordshire Police as Chair of the SRF and discussions should be held at/or prior to the SCG to mutually agree most appropriate Chair between partners/attendees. For example, Local Authorities have heightened statutory responsibility for flooding under the Flood & Water Management Act 2010 and the NHS has primacy over risks such as Pandemic Influenza (an NHS Chief Executive chaired the SRF partnership's Swine Flu SCG from April – November 2009).

There are a number of options for venues, several of which are suggested in the Strategic Leaders' Guide, however as long as the venue provides some key capabilities and facilities (such as teleconference capability and Wi-Fi), others may be selected as appropriate. The most commonly selected venue is Police HQ in Stafford.



An SCG Meeting during Exercise AURORA

As with the SAM, all the key processes and supporting documents for activating, running and following-up an SCG are provided in the Strategic Leaders' Guide. The process should therefore run as follows:

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- Meeting called by Category 1 responder and communicated to the SRF partnership by the CCU. Communication will include date, time and location of meeting and any other necessary supporting information.
- CCU sets up (or assists with setting up) the meeting at the agreed location.
- Pre-SCG planning meeting takes place, with the aim of planning for the forthcoming SCG, receiving the latest intelligence available and then confirming the SCG Agenda. Likely participants in this meeting would be:
 - The Chair of the SCG and supporting Staff Officer.
 - Civil Contingencies Unit Strategic Adviser and support officer.
 - Nominated Loggist(s).
- Invited SRF partners arrive.
- SCG run in accordance with the Strategic Leaders' Guide and supporting Agenda.
- The CCU will provide a strategic adviser to the SCG Chair in order to support him or her to conduct business as efficiently and effectively as possible.
- The CCU will also provide a room manager/support officer as necessary.
- SCG followed-up in accordance with the Strategic Leaders' Guide. Normally, this will involve the meeting being voice recorded, the Chair checking and signing the hand written Log (see below) and then conducting a post-SCG debrief with the CCU officer present.

The SCG is primarily concerned with the strategic leadership of a multi-agency operation. Therefore, it should rarely become engaged with the tactical detail of the scenario but should empower the Tactical Co-ordinating Group (TCG) to manage this. To assert and then maintain its strategic focus, the SCG should seek as soon as possible (typically as early as its first meeting) to promulgate Strategic Objectives for the entire operation, together with an Aim or Mission if appropriate. All of this information should then be communicated across the response operation to help define the 'bigger picture' of what the multi-agency partners of the SRF partnership are expected to be working together to achieve.

An additional consideration for later meetings of the SCG will be identification of the point where response objectives are met and a formal handover to recovery is to be undertaken.

The Strategic Objectives (and Mission/Aim) may be updated as the situation unfolds and the challenges facing the multi-agency operation evolve. However, there are a number of consistent areas that will inevitably form the focus of the SCG and therefore be reflected in its Strategic Objectives. These could include:

- Finance
- Welfare (public and responders)
- Communication (public and media)
- Business Continuity & Sustainability
- Public Health
- National/Sub-National support
- Environment

As with the SAM, the SCG should be logged and it is advisable for each attendee to keep a personal log from the meeting and retain these for possible future reference and/or scrutiny. It should be expected that the first SCG will take in excess of one hour, in order to allow for a thorough understanding of the situation to be developed and for a Mission and Strategic Objectives to be agreed. Each subsequent meeting should take up to one hour; however, the exact timings will be dictated by the speed of the operation as it unfolds, the complexity of the discussion and the need to provide sufficient time for the TCG to be briefed, meet and carry out any agreed actions.

It should also be noted that the SCG's decisions should be based on the *consensus* of those attending; it is not, despite the potential severity of the situation at hand, a *command & control* environment. The rationale for this is grounded in the CCA 2004 and UK CONOPs as the SCG is not a legal entity in itself; the SCG (or the Chair) cannot therefore *compel* SRF partners to carry out specific actions. Actions are however, agreed by mutual consent and then recorded along with the rationale in the multi-agency Log. The SCG should also agree and communicate the frequency of its meetings so that other multi-agency meetings can be scheduled to complement this and required attendees can plan their schedules accordingly.

b) Tactical Co-ordinating Group (TCG)

The TCG is the planning and briefing mechanism for tactical leaders, typically middle management level, to co-ordinate a multi-agency response operation. Some responders may still refer to the TCG as 'Silver Command' or 'Multi-agency Silver'. However, for consistency of reference and to remove ambiguity, the SRF partnership makes singular reference to the TCG, as laid down in the JESIP Doctrine.

The TCG can be established in one of two main ways:

- i. 'Top-Down' following a consensus agreement at a SAM, TAM or an SCG on the run-in to an incident where there is a degree of warning. Typically, this will outline the requirement for a TCG, the location where it will be run and which organisation will chair it. An example of this approach is the planning for a no-deal Brexit in 2019, where a TCG was requested by SRF partners and run at the CCU.
- ii. 'Bottom-Up' where an event has occurred with little or no warning and a decision is taken by responders as part of the initial/early attendance that multi-agency co-ordination is required. In keeping with JESIP Doctrine, a tactical cell, where co-ordination at the tactical level takes place, may be formed at or near the scene of the incident, but there may well come a point where it is no longer appropriate to maintain this arrangement. A TCG would then be convened at an established facility that provides security, 24-hr access, planning and briefing capability and good communications to enable tactical co-ordination of all wider implications and response to be carried out over a sustained period. This may or may not replace the tactical cell at or near to the incident scene. If an on-scene tactical cell still exists, it is vital that there is good communication between this and the off-site TCG, and that

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there is common understanding as to the exact role of each and the related command arrangements.

The primary role of the TCG is to oversee the more detailed management of the response operation on the ground, whilst ensuring that the strategic requirements laid down by the SCG are met. The former is predominately discharged by close liaison with Operational level staff actually at the scene of the incident, whilst the latter is more about updating the SCG and translating its Mission and Strategic Objectives into tangible outcomes.



Bird table discussions during a RAVEN TCG Exercise



The primary location of the TCG (not an on-scene tactical cell) is at Staffordshire Police Headquarters at Weston Road, Stafford. Alternative TCG locations have also been identified with details of these locations held by the CCU. The facility at Police HQ meets the necessary criteria to provide tactical co-ordination over a sustained period.

The activation of a TCG at Police Headquarters is a joint operation between Staffordshire Police and the CCU. Staffordshire Police will ensure that the facilities are set up, including IT and telephones. The floor plan is established in accordance with a pre-determined initial layout. The CCU will work closely with TPU to ensure that the facility is ready for operation by tactical commanders by, for example, bringing all the required Guides, plans, Logs etc.

The Chair of the TCG is flexible and follows the same principles as the SCG, namely that the Police would usually be the most appropriate organisation to chair it during a situation when life and/or property are at significant risk. Beyond this, a consensus decision should be taken by the TCG as to which organisation is most appropriate to act as Chair, given the nature of the scenario, the challenges it presents and how this best fits the specific responsibility, accountability and statutory obligations of the represented SRF partner organisations. The TCG should be recorded and logged, as is the case with the SCG.

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Perhaps the main characteristic of the TCG, and specifically how it should differ from an SCG, is its tempo of action and activity. The TCG should expect to be more engaged in detailed planning and resolving complex, often conflicting challenges. For this reason, it is entirely reasonable to expect the TCG to be a 'busy' atmosphere, with debate, discussion and decisions being made at speed and often under pressure. It is also likely that a TCG will be active continuously, rather than meeting and disassembling on a regular basis.

To manage this effectively will always present a difficult and stressful challenge to the TCG and the Chair, particularly during the early stages of the operation. The most effective way of managing this challenge will be:

- To assert a regular pattern of TCG briefings around the 'Bird Table' provided at the TCG (reflecting the frequency of the SCG meetings as far as possible).
- To produce a simple plan that supports the Strategic Objectives (and Aim/Mission) laid down by the SCG.
- To keep the TCG briefings short and focused on the main challenges being faced.
- To form smaller, task-specific sub groups to take work away from the Bird Table briefings, complete it and then report back at a future Bird Table briefing.
- To establish and maintain situational awareness and be prepared to produce situation reports as necessary.
- To make maximum use of the white boards provided at the TCG to track key information that can be viewed by all representatives at the TCG.
- To ensure that all decisions and actions are logged.
- To ensure that logs, maps, situation reports and relevant information is available to responders via Resilience Direct or other agreed means.
- To establish and work towards the completion of response tasks to support the transition to recovery.
- To have shift change plans in place in order to be able to sustain operations over a protracted period if required.
- To ensure that all representatives at the TCG have handover notes in place to brief any colleagues at shift change.

The biggest risk that the TCG can run is to be over-reliant on the strategic support provided by the SCG. The TCG should be clear that it is empowered to make tactical decisions based on the information that it has on the situation on the ground and the 'bigger picture' that the SCG has set out in its Strategic Objectives (and Aim/Mission). Frequent recourse to the SCG to arbitrate on specific tactical detail will simply frustrate strategic planning and slow the tempo of operations at the TCG.

To function effectively, the main interface between the TCG and SCG should be around ensuring that the SCG is fully aware of the situation on the ground and the challenges being faced. The SCG should provide the TCG with all the resources it requires to be able to respond in the most effective manner and to be able to sustain this over time.

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As with the SCG, the CCU will typically provide two officers; a Tactical Adviser to the Chair and a Room Manager to support multi-agency partners working in the room.

c) Strategic Co-ordination Centre (SCC)

In a response to a more serious incident (e.g. on-going terrorist attack), SRF partners can choose to co-locate the SCG, TCG and associated functions at a pre-agreed and pre-scoped venue called a Strategic Co-ordination Centre (SCC).

The purpose of the SCC is to support and sustain the effective operation of an SCG and TCG through timely activation and the provision of required capabilities at an appropriate level of capacity and with due regard to security and resilience considerations. For details of the location and activation of an SCC, please see the relevant pages on Resilience Direct.

d) Operational

The operational level of response is typically at the scene of the incident and is therefore intimately involved with co-ordinating support 'on the ground' during a multi-agency response. The main requirement of any operational structure will be to ensure that the TCG is kept as informed of the situation as much as possible and to communicate the resource and capability requirements of the multi-agency operation at the scene.



Multi-agency response underway at Operational level

Given the rapid tempo of operations and the demand on resources (for example for life-saving operations) it is perhaps more appropriate for the operational level to hold regular update briefings as opposed to formal meetings. With this in mind, the SRF partnership has developed the Multi-agency Mobile Co-ordination Post (MAMCP) concept (see below), which provides a means for key responder organisations to physically co-locate, co-operate and communicate during a major incident. It is not a mandatory requirement that this concept should be employed; however, whatever systems are put in place at the operational level should provide some or all of the following:

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- A clear location or series of locations for the Operational level.
- A consistent means of communication and list of agreed means of contact (landline phone, mobile phone, email).
- Name and contact details for a multi-agency incident commander at the operational level.

Operational leadership should typically be provided in the first instance by one of the Emergency Services. However, particularly as the initial crisis phase passes and the widespread risk to life and property reduces, other non-Emergency Service organisations may, by consensus agreement, be better placed to assume leadership on the ground



The MAMCP deployed, linking Police, CCU, WMAS and SFRS vehicles

e) Recovery Co-ordinating Group (RCG) & Sub-Groups

Recovery planning is potentially the most complex and resource-intensive requirement of any major incident. For this reason, recovery planning should ideally commence at the same time as any multi-agency response operation starting, or as soon as possible after a multi-agency response has started. If the nature of the risk permits the establishment and running of a SAM, how recovery is to be tackled could be discussed and agreed prior to any response actually starting.

The main element of any multi-agency recovery operation in the SRF partnership area is based on a specific plan, known as the Staffordshire Prepared Recovery Plan. This Plan outlines in detail how a recovery operation should be structured, principally around a strategic element (the RCG) supported by a range of tactical Sub-Groups covering specific issues such as Environment & Infrastructure, Health & Wellbeing and Finance & Legal. A Local Authority will lead the recovery process. This will usually be Stoke-on-Trent City Council or Staffordshire County Council, but may be a District or Borough Local Authority if the scale of the incident warrants this. The decision as to which authority will take the lead will be made at the SCG as soon as possible after the start of the incident. Further information is outlined in the Staffordshire Prepared Recovery Plan.

Other SRF partners will be requested to support the RCG and its sub-groups to provide specialist advice and subject matter expertise. SRF partners should be aware that this could well place additional pressure on their time both in the early stages of the recovery operation and beyond, particularly as one of the defining characteristics of recovery is that it can take months, and in some cases years, to conclude. During the response phase, the RCG and Sub-Groups 'shadow' the Strategic, Tactical and Operational multi-agency structures and prepare for a formal hand-over of primacy once the response phase concludes.

f) Mass Fatalities Co-ordinating Group (MFCG)

The MFCG is an agreed meeting that forms part of the Staffordshire Prepared Mass Fatalities Plan. It will be convened by HM Coroner or the SCG in the event of a Mass Fatalities incident, in order to ensure that detailed planning for the activation and mobilisation of specialist capabilities (such as a Mass Fatalities Mortuary and/or the regional emergency mortuary arrangements) is in place. The MFCG will be chaired by the relevant HM Coroner and will be strategic in focus, given the high-profile nature of any Mass Fatalities event, the sensitivities involved and the potential financial implications that will arise. As a result, the MFCG should be convened without delay during any Mass Fatalities incident and it should provide clear and consistent updates to the SCG. For further detailed information on Mass Fatalities planning, please consult the Mass Fatalities Plan.



An MFCG meeting being held during Exercise SAFER CITY in London

g) Internal Responder Co-ordination Meetings

Most SRF partners have their own internal structures for managing their organisation's specific input to the wider multi-agency response and recovery operation. For ease of management, these structures typically replicate the strategic and tactical levels employed in the multi-agency context.

h) NHS Command, Control and Co-ordination in a Major Incident

The NHS has its own agreed Command & Control structures for responding to, and recovering from, a major incident. For a full overview of the command and control framework within the NHS, please follow the link to the NHS England website <https://www.england.nhs.uk/ourwork/epr/gf/>. A summary of the roles and responsibilities of each type of NHS organisation in a major incident is also listed at [Annex A](#) and [Annex B](#).

i) Scientific and Technical Advice Cell (STAC)

A group of local technical experts from those agencies involved in an emergency response that may provide scientific and technical advice to the SCG, TCG or an individual responder's strategic / tactical commander.

j) Scientific Advisory Group for Emergencies (SAGE)

A group of scientific and technical experts, which is established at national level to provide a common source of advice and to inform multi-agency commanders of decisions made during the UK Government response to an emergency.

k) Military

The Military is a key resilience partner and is often requested to support multi-agency response and recovery efforts. During the response to a major incident, the primary point of contact for all matters relating to Military advice and/or support is through the Joint Resilience Liaison Officer (JRLO), an Army Lieutenant Colonel based at MOD Donnington (Telford). The JRLO should be invited to attend the SCG and Military staff may well then be deployed to support specific elements of the TCG and/or operational levels, if requested and approved.

During a major Incident, the Military may decide to co-ordinate its response and recovery efforts on a more formal footing through the activation of its Brigade Operations Room. This contains a wealth of communications capabilities, many of which are interoperable with systems that are used by the SRF partnership (e.g. Airwave radios).

The following additional factors should be borne in mind by SRF partners when working with the Military in a major incident:

- The term 'Military' encompasses the Army, Royal Navy (RN) and Royal Air Force (RAF). Both the RN and RAF have their own resilience leads who can provide specialist advice and guidance to an SCG. However, in each case, co-ordination of overall resilience activity remains with the JRLO.
- The Military is not bound by the CCA 2004 and is therefore not a Cat 1 or Cat 2 responder.
- Not all Military support may be provided at zero cost. In very general terms, life-saving activities do not incur a cost, whilst non-life-saving activities may. This will depend on the exact circumstances of each request and this should be based on two factors: consultation with the JRLO and reference to the latest guidance produced by the Ministry of Defence, which is included in the Strategic Leaders' Guide and can also be accessed via the CCU.
- Requests for Military support made through the JRLO should always be 'effects-based'. This means that the request should outline what the current problem is and the resulting outcome that is being sought (e.g. "We need to evacuate 50 people from their homes to a safe place as they are surrounded

by rising flood water”). The Military can then use their own expertise and knowledge of their existing and most readily available resources to come up with a suggested solution. This approach is distinctly different to a specific request for resources, based on the knowledge and expertise of SRF partners (e.g. “We need a couple of helicopters to airlift some stranded people from their homes”). This pre-supposes that this is the best and most readily available solution; often this is not the case and can actually lead to frustration and delay in implementing what might be the best course of action for all concerned.

- A request for Military assistance will trigger a formal administrative process through the Military’s national Chain of Command. This process is part authorisation and part formal planning, both of which are essential ingredients to activating any specific Military tasking in support of the SRF partnership. It should be borne in mind that this process may inevitably take some time. **On no account should SRF partners attempt to circumvent this necessary and nationally-agreed process by seeking to broker ad-hoc arrangements with local Military units.**
- The CCU has electronic copies of the agreed Military Aid to the Civil Authorities (MACA) Request Form and hard copies are provided at the back of the Strategic Leaders’ Guide. This form should be followed and, if required, completed by the CCU and the JRLO in order to formally request Military support in a major incident. CCU staff are familiar with this process and they will always complete it in close co-operation with the JRLO.

l) Response Co-ordinating Group – multi LRF (ResCG)

The ResCG is a co-ordination meeting that can be convened by MHCLG (RED) and run by the Lead Government Department (LGD) on request by the SCG to provide wider support to the SRF partnership during the response phase of a major incident. The meeting would invite representatives from neighbouring LRFs and would be chaired by the LGD.

Participation in the ResCG should be at a strategic level from the SRF partnership, ideally including the Chair of the SCG. It is likely, given the geographical remit of the participants and the on-going pressure of responding within the SRF partnership area, that the meeting will be run remotely via teleconference or video conference.

m) Recovery Co-ordinating Group – multi LRF (RecCG)

The RecCG is a co-ordination meeting that can be pulled together by MHCLG (RED) on request to provide wider support to the SRF partnership (particularly Staffordshire County Council and Stoke-on-Trent City Council) during the recovery phase of a major incident. The meeting would invite representatives from neighbouring LRFs and would be chaired by MCLG (RED).

Participation in the RecCG should be at a strategic level from the SRF partnership, ideally including the Chair of the RCG. It is likely, given the geographical remit of the

participants and the on-going pressure of recovering within the SRF partnership area that the meeting will be run remotely via teleconference or video conference.

n) Civil Contingencies Secretariat (CCS)

During a major incident, CCS would act as focal point for dissemination of key information such as policy advice, media lines, frequently asked questions, visit requests and SITREP templates through MHCLG (RED) to LRFs, including the SRF partnership.

o) COBR/Lead Government Department (LGD)

During a major incident, COBR may be invoked to ensure that effective national support is being provided by UK Government to the response and recovery operation taking place at a local level. A LGD is likely to be assigned to the operation and the Ministerial lead from the LGD may also chair COBR. The role of the lead government department is set out in “The Lead Government Department and its role – guidance and best practice” published by Cabinet Office.

It is vital that SRF partners note the following in relation to COBR:

- That unless specific legislation is enacted (e.g. Emergency Powers), responsibility and accountability for response and recovery lie with the SRF partnership, collectively through the SCG and individually as Cat 1 responders.
- That the upward reporting requirements (e.g. SITREPs) from the SCG through MHCLG(RED) to CCS are invariably driven by the schedule for briefing the Prime Minister/Ministerial leads and COBR itself. For this reason, it is important that the SRF partnership ensures, through the SCG, that it meets the prescriptive requirements for reporting up to national level.

6.2.3 Recovery Phase

a) Handover

As part of its work, the SCG should review whether the multi-agency response to date still merits continuing to run a co-ordinated multi-agency response operation. There will inevitably come a time when, by consensus, all SRF partners engaged in the response effort will agree that any residual and on-going activity can either be taken up as part of normal daily business or handed over to the recovery operation, which may have been running concurrently. Considerations for recovery would ideally begin within a few hours of the start of the incident.

At this stage, the Chair of the SCG should discuss the intention to draw the response phase to a close with the Chair of the RCG. This discussion should outline the work done by the response structure to date, detail any outstanding tasks and how these are to be actioned and finally, the SCG Chair’s reasons for seeking to end the

response phase. The decision needs to be mutually supported and agreed by both the SCG Chair and RCG Chair.

Once agreed between the SCG and RCG Chairs, the response phase will formally end and the recovery phase proper will begin. The process outlined above, including provision for formal documentation of the SCG and RCG Chairs' signature, are included in the Strategic Leaders' Guide.

b) RCG & Subgroups

Following the handover from response to recovery, the RCG and supporting Subgroups will assume primacy for the ongoing management of the recovery process in accordance with the Staffordshire Prepared Recovery Plan.

6.2.4 Achieving Shared Situational Awareness

a) Situational Awareness

'Shared situational awareness' is described in JESIP as "*a common understanding of the circumstances, immediate consequences and implications of the emergency, along with an appreciation of the available capabilities and the priorities of the emergency services and responder agencies*".

Achieving shared situational awareness is essential for effective interoperability. Establishing shared situational awareness is important for a common understanding at all levels of command, between incident commanders and between control rooms.

This refers to the understanding in a multi-agency incident of:

- What has happened
- What is happening
- What might be about to happen
- What mitigating measures are being put in place to deal with the incident

Having situational awareness will allow all levels of a multi-agency response and recovery operation in the SRF partnership to put in place or prepare all necessary and relevant contingency plans in the most flexible manner possible.

Situational awareness must be developed as soon as the incident scenario emerges, either as a slow-burn or sudden event. Once developed, all efforts must be made to continually update and maintain situational awareness as the circumstances of the multi-agency response and the challenges that this presents will change unrelentingly.

The following lists just some of the main sources of situational awareness:

- METHANE report
- Action log or incident board
- SITREPs

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- TV (e.g. Sky News, BBC News etc.) & Radio
- Social Media
- Community Risk Register
- Staffordshire Prepared Plans
- Maps and Geographical Information System (GIS) available on RD. (RD Maps)
- Upward reporting/eyewitness accounts from responders
- Weather forecasts
- Local intelligence (e.g. from Police, CCU, Elected Members, MHCLG (RED) etc.)
- Public Meetings

b) Use of Resilience Direct

On the establishment of a multi-agency response to an incident, the CCU will establish a unique “response page”, a shared operating location on RD, to gather and store incident-related information in one place.

The response page uses a standard layout from RD that will be tailored to fit the incident’s circumstances as these develop. All agencies are required to ensure they have trained personnel at all levels of response who are able to access the response pages as information such as METHANE reports, action logs, minutes of meetings, agency reports and multi-agency situation reports will be available to them.

Responders will need to monitor the frequently changing pages and content, as notifications of updated content may not be emailed to agencies.

URGENT NEWS HERE < >

04/06/2019: Test Response - Staffordshire

Last updated 04/06/2019 16:20:51 by Bethan Morgan

Latest Reports

Latest METHANE Latest TCG SitRep Latest SCG SitRep

Details

Incident	Incident Date	Incident Type
Test Response	04/06/2019	Other
Location	Incident Status	Geo Tag
Staffordshire	Open	N/A
Incident response phase	Classification	
Incident	OFFICIAL - SENSITIVE	

Upcoming Events

No events found

Reports

METHANE

Add Update Read

SitRep

Add Update Read

Agency Report

Add Update Read

An example of an RD response page with reporting buttons to permit the adding, updating and reading of reports.

c) M/ETHANE report

In order to help all agencies gather initial information about an incident in a consistent manner, a common approach is used.

The METHANE model is an established reporting framework which provides a common structure for responders and their control rooms to share major incident information.

Each responder agency should send a M/ETHANE message to their control room as soon as possible. The first resources to arrive on scene should send the M/ETHANE message so that situational awareness can be established quickly. The information received through multiple M/ETHANE messages will gradually build to support shared situational awareness in those responding to the incident and between control rooms.

The following M/ETHANE structure is an integral part of JESIP:

M	MAJOR INCIDENT	Has a major incident or standby been declared? (Yes / No - if no, then complete ETHANE message)	<i>Include the date and time of any declaration.</i>
E	EXACT LOCATION	What is the exact location or geographical area of the incident?	<i>Be as precise as possible, using a system that will be understood by all responders.</i>
T	TYPE OF INCIDENT	What kind of incident is it?	<i>For example, flooding, fire, utility failure or disease outbreak.</i>
H	HAZARDS	What hazards or potential hazards can be identified?	<i>Consider the likelihood of a hazard and the potential severity of any impact.</i>
A	ACCESS	What are the best routes for access and egress?	<i>Include information on inaccessible routes and rendezvous points (RVPs). Remember that services need to be able to leave the scene as well as access it.</i>
N	NUMBER OF CASUALTIES	How many casualties are there, and what condition are they in?	<i>Use an agreed classification system such as 'P1', 'P2', 'P3' and 'dead'.</i>
E	EMERGENCY SERVICES	Which, and how many, emergency responder assets and personnel are required or are already on-scene?	<i>Consider whether the assets of wider emergency responders, such as local authorities or the voluntary sector, may be required.</i>

The relevant response page of RD contains the capability to develop and maintain a M/ETHANE report in the early stages of a response but this will be replaced by Agency Reports and a shared Situation Report as the response develops.

d) Agency Reports

Agency Reports need to be submitted via RD at agreed intervals to provide information on each agencies' preparedness, response priorities, emerging issues and concerns for wider consideration.

Agency reports form the basis of a collated situation report and therefore, each responder agency is required to ensure it can submit agency reports in the agreed format to the specified schedule.

Agency reports can be developed and stored in draft format for sharing within an organisation prior to formal submission to the multi-agency setting. All reports are stored on RD and these provide an opportunity to take a historical review of the development of the content and response.

e) Situation Reports (SITREPs)

SITREPs are likely to be required for completion by the SRF partnership during a response. SITREPs are normally developed by the TCG Room Manager and Tactical Adviser or, if established, a Multi-Agency Information Cell (MAIC) based on an RD template that is defined by MHCLG (RED) and the Lead Government Department.

SITREPs are important as they provide a snapshot of the incident response to achieve shared situational awareness across agencies, highlighting issues for the attention of the TCG or SCG based upon the information submitted in individual Agency Reports. However, SCG SITREPs are also used to inform key national briefings such as COBR and help in establishing the need for wider support to the local level from UK Government. MHCLG (RED) will normally be the focal point for SITREP dissemination, both in terms of the format of the document and the required timing for returns.

The CCU will normally act on behalf of the Chair of the SCG in co-ordinating a complete and timely response to the SITREP request by COBR of MHCLG (RED). Failing to send SITREPs or consistently sending incomplete returns to Government is likely to create a negative impression of the SRF partnership and its management of an incident.

f) Multi-Agency Information Cell / Horizon scanning

A multi-agency information cell (MAIC) may be established during complex and/or protracted incidents when the collation of intelligence and information exceeds the normal capability of the TCG and SCG structures. A core function of the multi-agency information cell (MAIC) is to produce Situation Reports and materials to achieve a common operating picture that will inform and support the tactical and strategic co-ordinating groups and other responders.

The multi-agency information cell (MAIC) may come together in either a physical, co-located form, or in a virtual form. It will source, access, analyse, display and disseminate situational information, drawing on information and expertise from many sources rather than a single organisation and make use of a wide range of information such as open data sources or social media.

Closely linked to Horizon Scanning, the SCG and TCG should actively gather intelligence at all stages of a multi-agency response and recovery operation and all SRF partners should be encouraged to share intelligence at all times.

In the absence of a MAIC (or prior to its necessity) the CCU can be tasked to gather specific detailed intelligence on an emerging risk. An example of this came during the snow event of March 2018 when the Unit was asked to establish an information Cell (or “Snow Desk”). The information gathered and provided by the CCU gave SRF partners a clear understanding of the ongoing issues (e.g. roads open and closed, and taxi and bus services operating) and promoted further specific contingency planning across the SRF partnership.

g) Maps

Maps can provide some of the most useful situational awareness and planning information to SRF partners during an incident and extensive use of maps is strongly advised at all levels of multi-agency response and recovery. For this reason, GIS support will usually be requested to be present in the TCG venue, so that electronic mapping via RD Maps is available to inform the co-ordinated multi-agency response. The CCU could also provide hard copy maps for use during incident response.

There is a nationally agreed set of dedicated Civil Contingencies Map Symbolology that is produced by CCS. Copies of the symbols are available via the CCU and they can also be referenced in the supporting information that is included in the Tactical Leaders’ Guide. Most importantly, the Common Map Symbolology is now available for use in the GIS applications provided by Staffordshire County Council and also Resilience Direct in support of the TCG. This allows incident maps to be created, adapted, shared and consistently marked for use by the TCG.



An example of a GIS-based map, complete with Common Map Symbolology: This map was produced for an Exercise RAVEN

6.2.5 Concepts⁶

a) Bottom Up vs Top Down

A multi-agency response and recovery structure can be initiated by the first organisations to respond to the immediate scene of the incident. This is likely to be the case in a sudden, no-notice event such as a serious train crash, where the situation escalates upwards, with the tactical and strategic multi-agency management tiers being implemented in turn (i.e. 'Bottom Up').

However, it is also possible to invoke the strategic tiers of multi-agency response and recovery first, followed by the Tactical and Operational levels (i.e. 'Top Down'). This is common when dealing with a 'rising tide' incident such as flooding, when it is typical for there to be some degree of lead-in time between becoming aware of the risk and the risk actually coming to fruition.

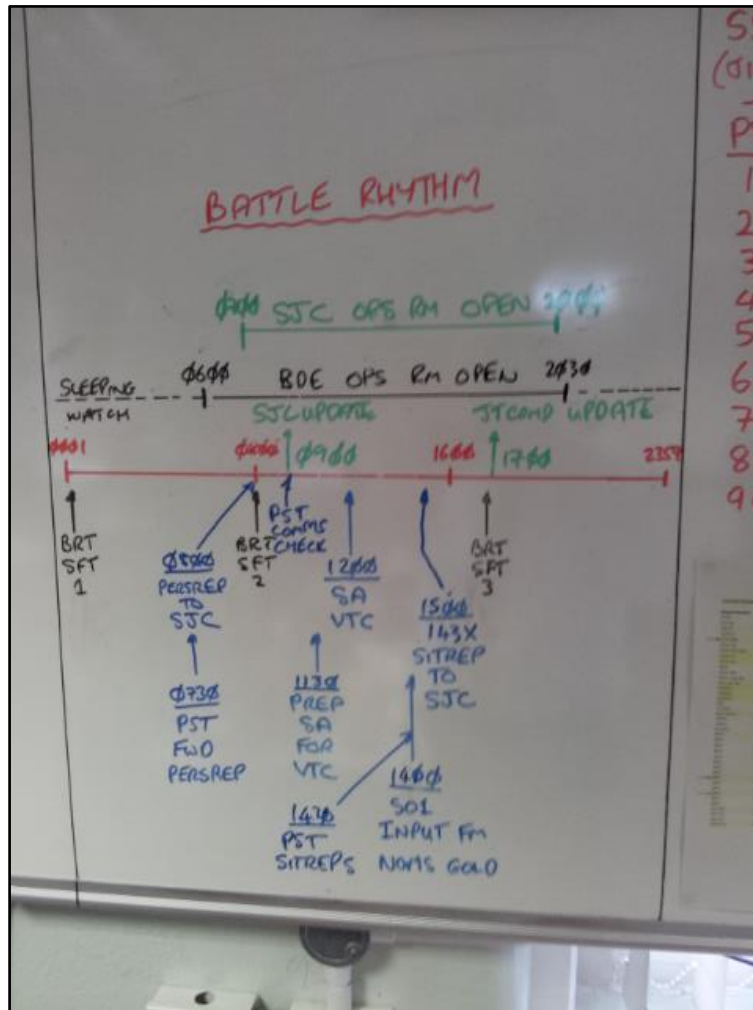
b) Battle Rhythm

The Battle Rhythm is a daily cycle that establishes an orderly sequence of key events such as meetings, briefings and reports. An effective Battle Rhythm should address, and where possible avoid, scheduling conflicts in order to allow leadership to be exercised at all levels.

A Battle Rhythm is a critical component in any multi-agency response and recovery operation and as such, it is vital that it is defined by the SCG and communicated to the entire multi-agency structure and MHCLG (RED) without delay. A Battle Rhythm can help in highlighting some or all of the following:

- A scheduling conflict between two or more meetings at the same time.
- Deadlines for critical reports to be sent (e.g. SITREPs).
- Deadlines for collection and collation of data from SRF partners to be allow for critical reports to be produced (e.g. SITREPs).
- Deadlines for key events (e.g. Press Conference).
- Ensuring sufficient time for the TCG to finish meeting before it is then required to update the SCG.
- The most logical and practical time for a shift change to take place.
- Ensuring sufficient travel time to a meeting, indicating that either a Deputy should be sent or remote access should be sought (e.g. Teleconference).

⁶ A Glossary of Terms (combining the national Civil Contingencies Lexicon with SRF-specific terms) is available to responders via the Staffordshire Prepared website.



An example of a typical Battle Rhythm from the 11 Signals and WM Bde Operations Room

The main benefits of having and maintaining a Battle Rhythm are:

- It promotes a seamless flow of communication and reporting (e.g. TCG meets then briefs SCG).
- It promotes ease of handover between responders.
- It allows staff at all levels to plan ahead and limit shocks and surprises.
- It can improve the morale of all staff engaged in the operation when a sensible sequencing of events is put in place.
- The SCG and TCG are able to respond to changes in reporting requirements/meetings with a minimum of fuss.
- Confidence is built in the response and recovery approach being taken, as few if any deadlines are missed.
- Key staff may be sustained for longer and allow them to have a degree of focus on their 'day jobs' by allocating tasks more equitably (e.g. to Deputies).

In planning the Battle Rhythm, it is advisable to sketch it on a timeline diagram. This will then allow some of the key events that would typically form part of any Battle Rhythm to be moved in order to create a more appropriate sequence or 'flow'. Many of the key tasks on the Battle Rhythm will be SRF partnership-specific and so will be

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able to be moved in this way; however, it should be noted that key events outside the SRF partnership area, particularly those driven by a Ministerial requirement (e.g. SITREPs, COBR) will be fixed and it will not therefore be possible to move them.

c) Record Keeping

c) (i) Log

Visible and easily updated logs of actions made in meetings are an important method of maintaining situational awareness and overseeing progress of agreed actions. Actions and decisions agreed (along with the rationale) at meetings of the SAM, TAM, SCG or TCG will be logged as a formal written record in a logbook by a Loggist. Additionally actions and decisions will be duplicated by a second Loggist on an electronic action log that will be maintained by a CCU officer.

The written log is the definitive record of decisions, actions and rationale of the meeting and will be signed by the Chair as soon as reasonably possible following the closure of the meeting. This book will be retained by the CCU in line with c (iv) below. The same logbook will be used for subsequent meetings with the consecutive action numbers being continued.

The electronic action logs (which should be a verbatim copy of the wording of the written log will record:

- Agreed action
- Action owner
- Schedule for delivery
- Progress made on delivery

Whenever possible, the electronic log will be displayed on a large screen visible to meeting attendees and after the meeting will be promptly saved (as an unedited version) to Resilience Direct so that partner agencies can view a list of actions and decisions. The updating of the master version will be the responsibility of the Loggist and CCU member as and when action owners report updates. Those updates should be reported promptly and it should not be left until the next meeting to provide progress updates. For subsequent meetings of the group, the same electronic log will be updated and published in the usual way.

However, in the event of action log systems not being available, dry-wipe Incident Boards can be used to facilitate responders to record and update key information including:

- Name of SCG Chair
- Name of TCG Chair
- Mission
- Strategic Objectives

- Tasks for TCG
- Battle Rhythm

Completing the Boards should assist in providing a clear understanding at a glance of the current situation, providing consistency of multi-agency requirements across the response and recovery operation and supporting the handover process for staff coming to the operation for the first time or taking over as part of an incoming shift.

c) (ii) Audio Record

Whenever possible the CCU will arrange for every SCG, SAM, TCG and TAM to be audio recorded and the audio file will be saved on the relevant response page on Resilience Direct. This is done in lieu of minutes and an audio recording is considered the most efficient way to record proceedings, particularly when discussions are not directly related to decisions and actions.

c) (iii) Personal Logs

In addition to the written and audio log, all meeting attendees are encouraged to keep their own personal log of their decisions, actions and rationale and to retain the information in the same way as the logbook.

c) (iv) Storage and Retention of Logs

Good practice is for completed logbooks to be stored securely for at least twenty-five years following the closure of the incident response and recovery operations. Often public enquiries and post incident litigation can take place several years after the incident and it is vital that Chairs of meetings continue to have access to important records. Normally the CCU can make the necessary arrangements for the gathering and retention of multi-agency logs or material but partners will make arrangements to store their own materials.

d) Bird Table

This is an approach to briefing that is designed to be used in high-pressure, fast-moving scenarios (most notably the TCG) where there is limited scope for protracted discussion and debate. A 'Bird Table' consists of a central table containing useful reference material (e.g. maps, photographs, plans), a 'Chair' at the head of the table and presenters/ participants around the edge; it is important to note that all those present at the 'Bird Table' stand throughout the briefing.

A 'Bird Table' briefing itself typically takes the form of a quick update from each organisation present, followed by a brief summary of any agreed actions. The tempo of the briefing is therefore necessarily brisk as this allows key factual information to be imparted without unduly impacting on the execution of operations on the ground.

When a 'Bird Table' is used at a TCG, one person from each organisation and/or cell should attend the 'Bird Table' briefing to represent their organisation and/or their area of specialism (e.g. media and communications). All remaining staff should

continue to manage the on-going co-ordination of the response effort at their working area, away from the 'Bird Table' itself (i.e. response does not cease during the 'Bird Table' briefing).

The MAMCP facility provides space in the central inflatable structure for a 'Bird Table' briefing to be held at the operational level. It should perhaps also be noted that the Military are extremely skilled at, and comfortable with, the 'Bird Table' approach.

e) Cells

Both the SCG and TCG can choose, and indeed are actively encouraged, to form detailed project groups or 'cells' to focus on developing specific, technically detailed pieces of contingency planning. Given the potential complexity of such planning, it would not be appropriate to discuss it at an SCG meeting or TCG briefing without compromising the quality, scope and duration of wider discussion.

Small cells therefore allow specific work to take place outside and between key meetings or briefings, with updates provided on the delivery of agreed outcomes. Examples of subject areas where cells may be considered include:

- Mass Fatalities
- Military
- Operational Communications & IT Equipment
- Multi-agency Strategic Holding Areas
- Mass Transportation
- Voluntary sector co-ordination
- Evacuation and/or shelter
- Communications & Media Cell
- Horizon Scanning/ Intelligence/ Information Cell

Some cells may be challenged by numerous and competing tasks with resource implications. Tools for prioritising and monitoring these tasks have been developed by the CCU and are available for use in the Tactical Leaders' Guide.

f) Horizon Scanning

This refers to the process of proactively looking ahead to assess the likely challenges that might face an existing multi-agency response and recovery operation in the near future. It involves tasking a small cell, perhaps as few as two people, to constantly unpick the potential issues that the SCG or TCG might face in a given range of time windows (e.g. 12 hours, 24 hours, 48 hours). This allows the Chair of the SCG and TCG and their supporting planners to understand some or all of the following:

- Potential outcomes of an agreed plan.
- Newly emerging factors that might impact on an agreed plan or require new plans to be made.
- Entirely new risks that might be emerging.

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- Requirement to move pre-emptively to deploy (or re-deploy) resources based on a known or developing medium-term risk.

Horizon scanning should start as soon as a multi-agency response and recovery operation starts and it should be maintained and actively supported throughout. Moreover, all SRF partners should be made aware of the Cell's existence and its roles and responsibilities so that information can be provided to them when it emerges.

Within the Cell itself, staff should develop an active communication channel with as wide a cross-section of organisations as possible, including MHCLG(RED), who will have access to Horizon Scanning through CCS and LGDs.

g) Shift System

In order to sustain effective operations at a high tempo for an extended period, perhaps running into days and sometimes weeks for response alone, a regular rotation of staff will be vital. A shift-system is therefore a crucial consideration for the SCG and particularly the TCG Chairs as soon as any multi-agency operation commences.

A typical shift system consists of three eight-hour shifts in each 24-hour period; however, this should not be taken too prescriptively as the exact circumstances on the ground may well affect this (e.g. there may be a genuine shortage of staff or there may not be a requirement to run constantly through an entire 24-hour period).

Whatever shift system is chosen, the following factors should be borne in mind by the Chair of the SCG and TCG:

- Staff may be reluctant to 'let go' at the end of their shift and may want to stay longer, particularly early on in any operation. Allowing this to happen, commendable though it no doubt is, will potentially restrict valuable rest time and ultimately degrade individual and collective performance over time.
- The shift pattern should be clearly communicated across all SRF partners so that there is consistency of understanding.
- Each shift-change must be accompanied by a handover-takeover (HOTO) between incoming and outgoing staff so that continuity of approach can be maintained.
- It may be prudent to consider staggering shift changes so that there is not a sudden exodus of staff with up-to-date, detailed knowledge of the multi-agency operation.
- Some roles may attract shorter recommended shifts, such as the Loggist role.

h) Welfare and Humanitarian Assistance

A major incident could have a significant physical and emotional impact in two main areas:

- Responders from the SRF partnership

- Affected communities

In order to address these diverse needs, both SCG and TCG Chairs should consider implementing a comprehensive welfare plan as soon as possible during a multi-agency response. This should ensure meeting all the needs of affected people (including vulnerable people) and the provision of Humanitarian Assistance. Responders are to ensure that the requirement to meet the whole range of diverse needs of people affected runs through the response to the incident as a whole.

From the perspective of responders, it is vital to ensure that all staff are adequately fed, safe, secure and visible, protected from the elements as far as practicable and suitably rested (see Shift System above). Longer term, provision may be required for counselling support, particularly following a traumatic event (e.g. Mass Casualties).

From the communities' perspective, provision should be made to meet the diverse range of short, medium and long-term welfare needs through close working with Local Authorities, the NHS and Voluntary Sector/Charitable organisations (contacts available through the CCU). It should also be noted that a Staffordshire Prepared guide exists for the establishment and running of Humanitarian Assistance Centres (HAC) in affected communities within Staffordshire and Stoke-on-Trent. This would be instigated at the request of the SCG, via the lead Local Authority (either Staffordshire County Council or Stoke-on-Trent City Council, depending on the location of the incident). This will trigger the activation of an HAC Operational Management Group. This group will then report into the TCG or appropriate Recovery Subgroup.

i) Debriefs and Post-Incident Report

No plan can be expected to be completely infallible, regardless of how much it is reviewed, updated, trained and exercised. It should therefore be expected that a significant number of lessons will be identified throughout a multi-agency response and recovery operation. Some of the ways that this can take place are as follows:

- “Hot” debriefs during or immediately following a response.
- Debrief events or surveys.
- Reviews of personal logs and notes taken by individual responders.
- Formal recognition of lessons identified in the SCG/TCG Log and other records.
- Feedback from affected communities.

All lessons identified should be captured by a formal, inclusive multi-agency debrief process that covers all levels of the multi-agency operation. The data received should then be compiled with feedback received from events such as debriefs/public meetings to enable the production and publication of a Post-Incident Report.

Personnel within the CCU and Emergency Services have been trained to facilitate structured debriefs and the SRF Tactical meeting maintains the Lessons Log to ensure learning is carried forward into action to improve plans, policies and procedures. A copy of the Log is available on Resilience Direct.

The following should be borne in mind when producing the Post-Incident Report:

- Each lesson identified should only be termed a 'lesson learned' when an agreed improvement or mitigating action has been recorded and ownership of any actions confirmed.
- The timescale for the production of the Report may be driven locally by the Chair of the SCG or by a formal requirement from UK Government, depending on the severity and scope of the incident.

j) Cost-Tracking

A major incident may require a significant, unplanned financial outlay by individual SRF responders and the collective partnership through the SCG. It is vital to ensure full accountability for financial commitments from the outset of any incident, with formal responsibility for managing this process being allocated to a lead financial expert (Director level) from an SRF partner organisation via the SCG.

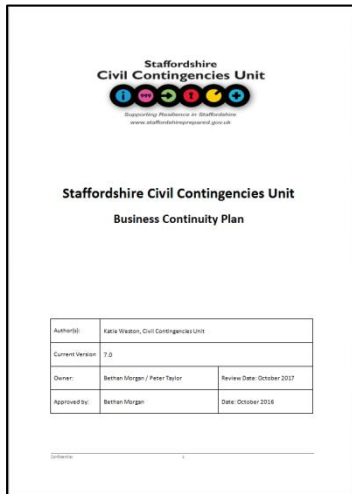
It is prudent to work on a baseline assumption that 'costs lie where they fall'; however, UK Government may look to offer financial support in certain circumstances. If such an initiative were invoked, a full breakdown of the financial commitment to date would be required in order to support a 'bid' for support. It is far easier to complete this process accurately and in time if cost tracking is already in place. Regardless of whether UK Government assistance is offered, an audited financial record should be included in the Post-Incident Report.

k) Emergency Media & Communication

There will be an on-going and insatiable requirement to communicate at all levels of a multi-agency response and recovery operation. The Chairs of the SCG, TCG and RCG should all proactively plan to communicate as widely and effectively as possible. To assist in this process, the following should be borne in mind:

- The SRF has an Emergency Media & Communications Plan, permitting the media and communication specialists from the lead responder (depending on the type and nature of the incident) to provide a co-ordination response across multi-agency partners. Upon activation of the Plan, a Multi-agency Communications Group can be activated to provide specialist media advice (and co-ordination of complex multi-agency messages) in support of the SCG and TCG.
- Communication can be 'internal' (i.e. within an individual SRF partner organisation or across the multi-agency response and recovery operation) or 'external' (i.e. with communities, the media, elected officials).
- Communication milestones (e.g. press conferences, public meetings, briefings) should be reflected in the Battle Rhythm (see above).
- Full use should be made of social media (e.g. Twitter/Facebook) to ensure that all areas of the community and SRF responders are being reached with timely and accurate messages.
- Communication should not be delayed while waiting for a clearer picture to emerge. Delay could well create a false impression that not enough is being done or information is being deliberately withheld.

I) Business Continuity



The CCU's BCP

All Cat 1 responders of the SRF partnership have a legal duty under the CCA 2004 to have a workable, tested/exercised and validated Business Continuity Plan (BCP) in place. In reality, a far broader cross-section of SRF partners (e.g. Cat 2 responders, CCU, Military) also has BCPs in place.

Given the enhanced operational footing that BCPs will encourage, it is advisable for the Chair of the SRF to request that all SRF partners participating in a multi-agency response and recovery operation activate their BCPs without delay.

m) Visits

It is entirely reasonable to expect that senior politicians (up to Ministerial level) and VIPs may wish to visit Staffordshire during an incident. The SRF partnership should be prepared at all levels for such an eventuality. Although it will doubtless consume additional resources, such visits are vital for one or all of the following reasons:

- Raising morale of responders and communities.
- Recognising the work of responders and communities.
- Understanding key challenges being faced by the SRF partnership (this could help to influence and/or inform wider policy e.g. at UK Government level).

Given the high-profile nature of any formal visit, it is vital that each is planned in detail. The following SRF partners can assist with visit planning:

- Staffordshire Police (VIP/Royal visits)
- MHCLG (RED) (Ministerial visits)
- CCU (co-ordination across SRF partners)

n) Security Clearance

In a scenario concerning terrorism and/or critical national infrastructure and hazardous sites, it is highly likely that sensitive information may be handled and discussed at a multi-agency response or recovery meeting. As a result, a range of SRF partners already have staff that are security cleared to work routinely with such material.

During any circumstance when sensitive information is to be discussed, the Chair of a multi-agency response or recovery meeting should confirm security clearance requirements. The Strategic Leaders' Guide prompts the Chair of the SCG to do this as a matter of course.

It is advisable for all Category 1 and 2 responders to have at least two or three people security cleared in advance in order to minimise disruption if classified information has to be shared.

o) Hazardous and Vulnerable Sites

The SRF partnership area contains a number of hazardous and vulnerable sites, locations that could have a significant impact on local or national infrastructure and/or the maintenance of national security.

Examples of such sites include:

- Control of Major Accident Hazards (COMAH) sites
- Electrical sub-stations
- Gas sub-stations
- Telephone exchanges
- Water treatment works
- Sewage treatment works
- Oil pipelines
- Sites storing hazardous materials
- Police stations
- Waste storage/processing sites
- Fire stations
- Hospitals
- Ambulance holding areas
- Prisons
- Road and rail links
- Bridges

Extensive data on hazardous and vulnerable sites is held by Staffordshire Police Counter-Terrorist Security Advisers (CTSAs) and their advice and guidance on such locations should be sought as soon as possible if they are affected, or likely to be affected, by a major incident.

p) HM Government Security Classifications

Under the Government Security Classification, information assets are classified into OFFICIAL (or OFFICIAL SENSITIVE), SECRET and TOP SECRET.

All public sector and certain private sector organisations are required to adopt and actively use the new security classifications when producing documentation, presentations, conducting verbal conversations and passing information between organisations or to the public. The same security classifications are used for SRF documentation. For further information on how to use the new security classifications and how to disseminate information, please go to:

<https://www.gov.uk/government/publications/government-security-classifications>.

q) Multi-agency Strategic Holding Area (MASHA)

During a major incident, it is likely that a range of additional resources and capabilities may need to be brought into the SRF partnership area to provide additional support to the multi-agency response and recovery effort. Examples of such support include heavy plant and specialist Fire & Rescue Service vehicles.

In order to ensure that additional resources can be received and deployed to areas of greatest need with a minimum of delay, one or more MASHAs can be established. Detailed guidance on the establishment and running of a MASHA is published nationally.

Typically, the requirements for such a site include:

- Good access by road
- Good levels of perimeter and site security
- Extensive parking and marshalling space
- Good communications infrastructure
- Access to utilities
- Access to accommodation/space for additional temporary accommodation to be deployed



A view of a Fire & Rescue Service SHA, established in support of the response to the Jan/Feb 2014 Floods in Somerset/Thames Valley

A number of potential sites would meet some or all of the criteria above in the SRF partnership area. To allow detailed planning to be put in place during a major incident, it is strongly advised that a cell be established as soon as possible so that resources can be received at a MASHA within hours if required. Members of this cell

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should include, as a minimum, Staffordshire Police, Staffordshire Fire & Rescue Service and WMAS.

It should be noted that individual organisations might choose to establish their own site for marshalling resources. This single-agency approach is often referred to as a Strategic Holding Area or SHA.

r) Cordons

It is likely that a range of incidents will require a cordon. The Police are primarily responsible for instituting a cordon, both through powers under the Terrorism Act 2000 and common law. However, Fire & Rescue staff may also implement a cordon in support of fire-fighting and rescue operations.

Detailed information on cordons is contained in the National Policing Improvement Agency (NPIA) document Guidance on Emergency Procedures (2009). The following points summarise the generic concepts relating to cordons that will be of use to wider (i.e. non-Emergency Service) responders of the SRF partnership:



A typical cordon, established during an incident in Stoke-on-Trent

- A cordon has 4 main purposes:
 - To assist in protecting the scene of an incident, the public and those working within the scene.
 - To control unauthorised access.
 - To prevent unauthorised interference with, for example, wreckage, public and private property.
 - To facilitate Emergency Services operations.
- Cordons are established following consultation with emergency service commanders present at the scene.

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- Cordons may be defined by tape, rope and barriers but they may also have a perimeter that follows natural or man-made barriers.
- Staff from other agencies could be requested to assist in staffing the perimeter of a cordon.
- Personnel deployed on cordons must be fully briefed as to their role and ongoing developments.
- The public should be informed and updated on the implementation of a cordon and its subsequent reduction or removal.
- An **Inner Cordon** may be implemented to protect emergency service operations at an incident site and/or to reflect a known hazard (e.g. an explosive device, Hazardous Materials (HAZMAT) or a Chemical/Biological/Radiological/Nuclear (CBRN) risk).
- The size of the Inner Cordon may vary depending on advice from specialists. However, the following are accepted minimum distances for planning purposes:
 - 100m: minor explosive risk (e.g. letter bomb).
 - 200m: moderate explosive risk (e.g. parcel/rucksack bomb).
 - 400m – 1000m: serious explosive risk (e.g. Vehicle Borne Improvised Explosive Device (VBIED)).
 - 200m: CBRN device (not yet activated).
 - 100m: from edge of CBRN contamination (following activation).- 2KM downwind.
- The Inner Cordon is marked with red and white tape. It normally has one entry point, known as the Scene Access Control Point, at which names will be recorded of all people who enter.
- The purpose of an **Outer Cordon** is to create a safe working area for emergency service and other responding agencies.
- The size of the Outer Cordon is determined by the Police Operational Commander through consultation with other Emergency Services and is based on the size and scope of the incident, the availability of resources and the needs of the local community.
- The Outer Cordon is marked with blue and white tape with 'Police' clearly marked on it.
- Access to the Outer Cordon is by one or more staffed Access Control Points.
- All people entering the Outer Cordon will be asked to confirm their identity and purpose for requiring access. All responders should therefore be in possession of a valid Identity Card when attempting to enter an Outer Cordon.
- A written document should be kept of who enters the cordons, at what time and for what purpose. This document is disclosable in legal proceedings and should be made available to the Senior Investigation Officer (SIO).

6.3 Support

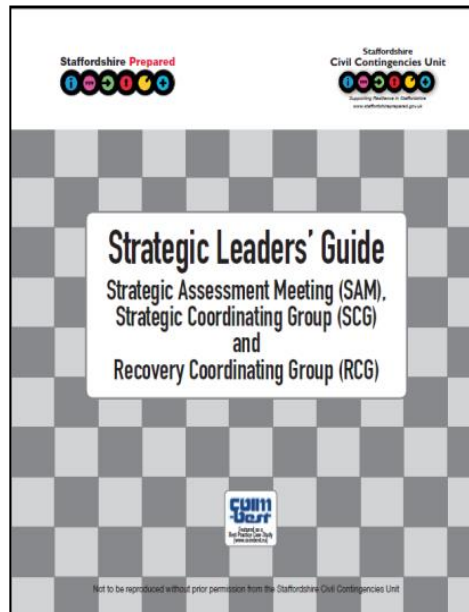
a) Plans and Protocols

The SRF partnership has a range of plans that are designed to be activated in the event of an incident, or when specific risks or threats have, or may be about to, come to fruition. Access to specific Plans and Protocols can be gained via the CCU or the

SRF's Resilience Direct area. The main strategic, multi-agency, risk-based plans are known as 'Staffordshire Prepared Plans'.

b) Strategic Leaders' Guide

This is a user-friendly, checklist-based aide memoire that is issued to all Strategic Leaders of the SRF partnership. The Guide was developed by the CCU after having supported Strategic Leaders during the response to, and recovery from, the summer 2007 floods. The Guide has been recognised nationally for representing good practice for multi-agency co-ordination during multi-agency incidents.



The Strategic Leaders' Guide

The Strategic Leaders' Guide has the following main characteristics:

- It takes a checklist approach to the main multi-agency meetings (SAM, SCG, RCG), ensuring that maximum consistency of approach is promoted across the SRF partnership.
- It contains all supporting Terms of Reference to limit the administrative burden in a fast-moving scenario.
- It contains a flowchart-based aide memoire for supporting multi-agency response in the very early stages of a major incident.
- It contains additional reference material such as a guide to requesting support from the Military during a major incident, along with other meeting, organisational and personal tools and templates.
- It is flexible so that it can be applied to a wide range of scenarios.
- It is easily portable in a sturdy A5 folder.
- It is version-controlled by the CCU to ensure as far as possible that all Guides are updated to the same standard.
- It is reviewed annually by the CCU to ensure that any lessons identified from exercises or real-time incident responses are incorporated into the Guide.
- It is designed to complement Staffordshire Prepared Plans.

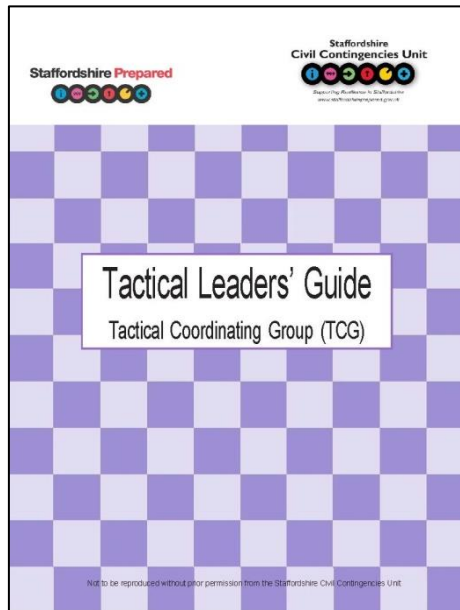
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- It is supported by a coaching programme for Strategic Leaders and it is used extensively during the CCU's multi-agency RAVEN exercises.

c) Tactical Leaders' Guide

This adopts the exact same principles as those that have been employed and refined through the implementation of the Strategic Leaders' Guide. The Tactical Leaders' Guide is for use by all present at the TCG.



The Tactical Leaders' Guide

d) Loggists

In order to assure that an auditable and accountable record of the decisions, actions and rationale is maintained for the SAM, TAM, SCG, TCG and RCG, the SRF partnership is supported by trained Loggists who use standard Log Books.

The Loggist will work with the Chair of the meeting to ensure a log of action and decisions with rationale is maintained. They will also work with the CCU Support Officer to ensure the action log is produced in meetings and reflect the official log.

The Loggist is nominated by SRF partner organisations before then being trained to a consistent standard on a training course that is run by the CCU. The Unit has a list of trained Loggists and individual organisation's Loggist Co-ordinators that can help to source staff for forthcoming meetings.

See also paragraph 6.2.4 paragraph (c).



Loggist Grab Box

e) Chair (SAM/TAM/SCG/TCG/RCG)

Chairing a multi-agency meeting brings its own unique challenges. Whilst it is accepted that most if not all Chairs will already have extensive experience of chairing meetings, there are additional factors that should be borne in mind that may not necessarily be encountered in normal, day-to-day meetings. Some of these factors are as follows:

- The Chair should make full use of the Strategic Leaders' Guide or the Tactical Leaders' Guide in order to prepare for the pre-, during and post-meeting phases of multi-agency meetings.
- As a minimum confirmatory check of the main multi-agency response processes, the Chair of the SCG and TCG should consider making early reference to the Incident Aide Memoires contained in the Strategic and Tactical Leaders' Guides.
- The Chair is not, and should not be expected to have specialist knowledge and experience of the capabilities and expertise of all organisations that are contributing to the multi-agency response. The Chair's role is to co-ordinate these elements in the most effective manner possible to meet the agreed Mission and Strategic Objectives.
- In order to achieve this, the Chair should endeavour to ensure that the right organisations are represented at the right level and with the appropriate degree of expertise in order to support co-ordinated action and activity. This should be reviewed throughout the incident as appropriate. The CCU has an extensive Contacts List that can help with this process.
- The Loggist has a vital role in supporting the Chair of any multi-agency meeting during an incident. However, the Chair remains accountable for the decisions and actions taken by any multi-agency meeting and **not** the Loggist.
- The Loggist is trained to meet briefly with the Chair before a multi-agency meeting in order to introduce him/herself and outline how they routinely go about completing the Log.
- Taking and maintaining an effective Log is all about teamwork between the Chair and the Loggist. The Chair must ensure that the Loggist records all

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decisions that are taken, some of which might be hard to capture given the speed of events, the technical nature of some of the terminology and the potential widespread use of acronyms.

- The Chair should summarise decisions and actions as the meeting progresses so that the Loggist and CCU officer maintaining the action log can confirm that they have been recorded.
- The Loggist may well ask the Chair to clarify a decision or action whilst the meeting is in progress in order to ensure that the Log is accurate.
- The Loggist (or CCU Support Officer) will be prepared to summarise the decisions and actions at the end of the multi-agency meeting, in accordance with the standard multi-agency agenda templates.
- The Loggist is trained to meet briefly with the Chair after a multi-agency meeting in order to ensure that the account in the Log is accurate.
- The Chair must sign the Log once he/she is happy that it is accurate.
- The Chair should remember that all decisions and actions at multi-agency meetings should be based on achieving a consensus across participating organisations.
- The Chair should nominate a Deputy at the earliest opportunity.

f) Forward Control Officers

Forward Control Officers are the operational-level representatives for Cat 1 responder organisations at or very near the scene of an incident. As such, Forward Control Officers may be expected to do one or more of the following:



Forward Control Officers being briefed at the MCU by staff from the CCU

- Commit resources and capabilities on behalf of their organisation.
- Update the TCG.

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- Update their own organisation's internal major incident response and recovery structures.

The CCU provides a Forward Control Officer course that trains staff to a consistent level to be able to respond to incidents at the operational level. This course is aimed primarily, though not exclusively, at non-Emergency Service staff.

g) Civil Contingencies Unit (CCU)

Whilst the Unit is very much geared to preparing for and supporting the response to, and recovery from an incident, the Unit's skills, capabilities and networks are equally useful to responders in a range of day-to-day incidents that fall way below the threshold of a major incident.

In summary, some of the main ways in which the CCU may be able to support responders during incidents are as follows:

- Providing specialist contingency planning advice to strategic, tactical and operational leaders, principally through the Unit's Duty Officer. The Duty Officer can be contacted 24/7 via the Shared Fire Control on 08451 213322.
- Establishing and attending multi-agency response and recovery structures.
- Establishing an Operations or Information Room on request from SRF partner organisations to co-ordinate the response to an incident, the scope and/or impact of which is beyond routine daily response but is not likely to require the activation of a full multi-agency SCG/TCG structure. This facility would be based at the CCU and would most likely be implemented to provide up-to-date information to SRF partners during events such as severe weather/snow.
- Providing specialist advice on Staffordshire Prepared Plans and related local, sub-national and national contingency plans.
- Warning and informing SRF partner organisations and key individuals via the Unit's Contact List.
- Deploying in support of SRF partner organisations, on request.
- Deploying the Mobile Control Unit (MCU) in support of SRF partner organisations, on request.
- Deploying the Multi-agency Mobile Co-ordination Post (MAMCP) in support of SRF partner organisations, on request.
- Accessing a comprehensive electronic database of layered maps relating specifically to Civil Contingencies.
- Accessing Resilience Direct.
- Warning and informing partners via Resilience Direct.
- Provision of Emergency Equipment via the Emergency Stores (approx. 400 cot beds and blankets); sourcing additional specialist equipment on request via the Unit's Contacts List.
- Access to a trained multi-agency Loggist and provision of Loggist Grab Box (including log books).
- Liaison with MHCLG (RED) to ensure that:
 - SRF partners are warned and informed.

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- Any SRF partnership requests for wider support are processed (e.g. mutual aid, activation of ResCG etc.).
- The SRF partnership is upward reporting to UK Government in the required format and timing.
- Intelligence gathering regarding a specific risk when tasked by the Chair of the SRF.
- Tactical Adviser to the Chair of the TCG (see below).
- Strategic Adviser to the Chair of the SCG (see below).
- Operational Adviser to deployed Forward Control Officers.
- TCG Room Manager (see below)



The CCU offices (first floor) in Stafford

It should be noted that the CCU has finite resources and these are likely to face considerable pressure and competing demands, particularly during an incident. It is therefore conceivable that the Unit may have to flexibly target its support to areas of greatest need/risk, with the sanction and support of the SCG. This approach would be subject to constant review as the situation develops and the requirements of SRF partners change.

Roles of the CCU in an emergency.

The role of the Strategic Adviser (to SCG Chair) includes:

- Facilitate the initiation of meeting/ group where necessary, liaising with lead responder & other responders, and assisting with the identification of Chair.
- Provide direction to CCU staff regarding roles and tasks.
- Advise and guide the Chair through the process of initiating and chairing the meeting/ group including agreeing the agenda and draft Terms of Reference with him/her.

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- Encourage and support the Chair to draft a mission and strategic objectives to be presented to the meeting.
- Provide guidance on smooth running of strategic response, including advice on multi-agency plans.

The role of a Room Manager/Support includes:

- Support the CCU Strategic Adviser.
- Assisting with practicalities of arranging meeting.
- Provide support at the meeting to Loggist as necessary.
- Promptly circulate the Action Log on RD after each meeting and ensure updates from action holders are added to the document.
- Provide access to multi-agency plans.
- Maintain up-to-date information boards in the meeting room.

The role of the Tactical Adviser (to the TCG Chair) includes:

- Facilitate the initiation of group where necessary, liaising with lead responder & other responders.
- Agree the agenda and draft Terms of Reference with the Chair in advance of the meeting.
- Advise and guide Chair through the process of initiating and chairing the meeting/ group, being present throughout group/meeting.
- Provide guidance on smooth running of tactical response, including advice on multi-agency plans.
- Provide tactical advice to the Chair following each TCG meeting.

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1. Category 1 Responders

1.1 Staffordshire Police

The primary areas of police responsibility at a major incident are:

- The saving of life in conjunction with the other Emergency Services.
- The co-ordination of the Emergency Services, local authorities, media and other organisations acting in support at the scene of the incident.
- To secure, protect and preserve the scene and to control sightseers and traffic through the use of traffic control and cordons:
 - **Inner Cordon** - In conjunction with the Fire Service, provides immediate security of the rescue zone and potential crime scene.
 - **Outer Cordon** - Seal off an extensive controlled area surrounding the rescue zone. All access and exit points will be controlled and persons requesting access vetted. The control/command vehicles of the Emergency Services must be positioned between the inner and outer cordons.
 - **Traffic Control** - Deployed at or beyond the outer cordon preventing vehicular access to the area surrounding the scene.
- Press and media control (when the lead agency) in liaison with other Emergency Services and other responding agencies.
- The investigation of the incident and obtaining and securing of evidence in conjunction with other investigative bodies where applicable.
- The collation and dissemination of casualty information.
- The identification of the dead on behalf of HM Coroner.
- Short-term measures to restore normality after all necessary actions have been taken.

<https://www.staffordshire.police.uk/>

1.2 Staffordshire Fire and Rescue Service

The primary areas of Fire Service responsibility at a major incident are to:

- Rescue people trapped by fire, wreckage or debris.
- Assist other agencies in the rescuing of people trapped as a result of flooding.
- Prevent further escalation of an incident by controlling or extinguishing fires, rescuing people and undertaking other protective measures.
- Identify and deal with released chemicals or other contaminants in order to render the incident site safe or recommend exclusion zones.
- Ensure reasonable steps are taken to prevent or limit serious harm to the environment.
- Assist other agencies in the removal of large quantities of floodwater.
- Assist the ambulance service with casualty handling and if necessary the treatment of casualties.

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- Assist the Police with the recovery of bodies.
- Liaise with the Police regarding the establishment of an inner cordon and if required manage gateways into the inner cordon. However, the responsibility for the health and safety of personnel working within the inner cordon remains with their individual agencies.
- On behalf of the NHS (MOU agreed), undertake mass decontamination of the general public in circumstances where large numbers of people have been exposed to chemical, biological, radiological or nuclear substances.
- Participate in investigations and preparation of reports with supporting evidence for subsequent inquiries.
- Stand-by to support during the non-emergency, recovery phase if requested.

<http://www.staffordshirefire.gov.uk>

1.3 West Midlands Ambulance Service

In conjunction with the other emergency services, the primary responsibilities of West Midlands Ambulance Service University NHS Foundation Trust (WMAS) are to save life and to treat injuries through effective emergency treatment and to transport casualties to hospital as safely and quickly as possible. WMAS will also:

- Provide a focal point for all NHS and medical resources at the scene.
- Convey the MERIT (Medical Emergency Response Incident Team) to the scene.
- Despatch ambulance and paramedic units to the scene.
- To protect the health and safety of all medical personnel on site.
- Provide C4 (command, control, co-ordination & communications) for all medical assets on site and/or from ambulance control, in line with JESIP principles.
- Establish and determine casualty reception, triage and treatment, and to provide treatment areas on site if appropriate.
- Establish an Ambulance loading point and arrange the most appropriate means of transporting the injured.
- To provide clinical decontamination of casualties on-site if appropriate.
- Determine and alert hospitals that will receive casualties from the incident.
- Inform the Directorate of Public Health.
- Issue a "Casualties Cleared" message to Receiving Hospitals once all casualties have been removed from the scene.
- Assist in the restoration of normality.

<http://www.wmas.nhs.uk>

1.4 Local Authorities

The principal concerns of Local Authorities include support for the Emergency Services, support and care for the local and wider community and co-ordination of the response by organisations other than the Emergency Services. As time goes on, and the emphasis switches to recovery, Local Authorities will take a leading role in rehabilitating the community and restoring the environment.

Generic Local Authority responsibilities include (note that in practice not all responsibilities will apply across all tiers (County/Unitary/District & Borough) of Local Authority):

Generic:

- Alerting other Local Authorities and agencies as necessary.
- Assessing Local Authority involvement and co-ordinating its/their response.
- Alerting relevant internal Local Authority departments.
- Establishing liaison with appropriate Police command levels, including the deployment of Liaison Officers where necessary.
- Setting up Local Authority control and co-ordination arrangements as appropriate.
- Collecting, collating and disseminating information concerning the incident relevant to Local Authority involvement.
- Requesting military assistance in support of the Local Authority through the SCG.
- Establishing liaison with Government departments, public utilities and other organisations, as appropriate.
- Co-ordinating the Local Authority emergency response with adjacent areas.
- Establishing liaison with the lead responder's communications team to ensure the co-ordination of the release of information to the news media and the issue of information and advice to the public.
- Alerting the appropriate Director of Public Health to all major incidents posing actual or potential toxic hazards including oil pollution so that an early assessment can be made of any possible threat to public health.
- Establishing and chairing the Recovery Co-ordinating Group and lead on the co-ordination of the recovery effort. The Staffordshire Prepared Recovery Plan contains more detailed information on the recovery process within the SRF partnership area.
- Providing waste management support.
- Promoting Business Continuity advice to Businesses and Voluntary groups.
- Providing representatives to the SAM, TAM, SCG, TCG etc.

Generally County Council:

- The management of the highway network, except trunk roads and motorways, within the SRF partnership area. This includes co-ordinating road closures and diversions. Other support includes facilitation of the incident response and distribution of cones/signage.
- Providing Emergency Welfare (EW) to stranded motorists.

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- Providing advice and guidance on any animal health and welfare related issues (including the safe disposal of animal carcasses and by-products, dealing with contaminated animals and contaminated land/crops/pasture).
- Providing details of local business and emotional support groups specially established for the agricultural community.
- Liaison with schools within Local Authority control.
- Care for the elderly and the vulnerable.

Generally District/Borough Council:

- Providing such services as are required including survivor reception centre, rest centres, and longer term temporary accommodation, emergency feeding, assistance with travel and other welfare arrangements.
- Co-ordinating aftercare, in conjunction with the police, health authority and voluntary organisations.
- Providing Environmental Health support.
- Burial and cremation.

Staffordshire County Council: <http://www.staffordshire.gov.uk/>

Cannock Chase Council: <https://www.cannockchasedc.gov.uk/>

East Staffordshire Borough Council:

<http://www.eaststaffsbc.gov.uk/Pages/default.aspx>

Lichfield District Council: <http://www.lichfielddc.gov.uk/>

Newcastle Borough Council: <https://www.newcastle-staffs.gov.uk/>

Stafford Borough Council: <http://www.staffordbc.gov.uk/>

South Staffordshire District Council: <https://www.sstaffs.gov.uk/>

Staffordshire Moorlands District Council: <http://www.staffsmoorlands.gov.uk/>

Stoke-on-Trent City Council: <http://www.stoke.gov.uk/>

Tamworth Borough Council: <http://www.tamworth.gov.uk/>

1.4.1 Local Authority Roles and Responsibilities during a Major Incident

A brief summary of the roles and responsibilities of Local Authorities during a major incident is shown below:

Responsibility	County Council	District/Borough Councils
Rest Centres		Lead Role
Humanitarian Assistance Centres (HAC)	Lead Role	Support Role
Reservoir Plan	Lead Role	Support Role
Flood Plan	Lead Role	Support Role
Recovery	Lead Role	Support Role
Mass Transportation	Lead Role (if requirement is between 100-1000)	Lead Role (if requirement is between 0-100)
Temporary Mortuary	Lead Role	

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	(Requires SCC and SOTCC Director on Call permission)	
Highways Emergency Welfare	Lead Role	
Town Centre Evacuation		Lead Role
Animal Disease	Lead	Support
Education	Lead	
Public Health	Lead	

1.5 Health Agencies

Health sector requirements and responsibilities for incident response are set out by the NHS England Framework for Emergency Preparedness, Resilience and Response (last updated in 2015). EPRR responsibilities are as follows:

- a) Accountable Emergency Officers (AEOs) – legally defined role within every NHS funded organisation. Responsible for ensuring compliance with EPRR legal and policy requirements – including the organisation’s preparedness to respond to an incident within their health community in order to maintain the public’s protection and maximise the NHS response.
- b) Providers of NHS funded services – responsible for supporting CCGs and NHS England (within their health economies) in the discharge of their EPRR functions and duties.
 - a. NHS Ambulance Service providers – Category 1 responder under the CCA 2004. Also responsible for providing on-call ambulance tactical advisers and (where necessary) a strategic commander. Tactical advisers may attend the scene, TCG or SCG.
 - b. Mental Health and Learning Disability Secure Services – required to have evacuation plans which provide for the relocation of service users to alternative secure premises in the event of an incident.
- c) Clinical Commissioning Groups (CCGs) – Category 2 responder under the CCA 2004 and expected to provide support to NHS England in relation to the co-ordination of their local health economy. CCG staff would attend TCG supported by colleagues from NHS England.
- d) NHS England – Category 1 responder under the CCA 2004. Represents the NHS at the SRF and SCG - with the exception of NHS Ambulance service providers who represent themselves as an emergency service.

1.5.1 Public Health England (PHE)

Public Health England (PHE) provides an integrated approach to protecting UK public health through the provision of public health support and advice to the NHS,

local authorities, emergency services, other arms-length bodies, the Department of Health and Devolved Administrations. Specialist advice areas include infectious diseases, outbreak surveillance, chemical, biological and radiation hazards. Public Health England is responsible for providing public health Emergency Preparedness Resilience and Response leadership and scientific and technical advice at all organisational levels, working in partnership with other organisations to protect the public.

<https://www.gov.uk/government/organisations/public-health-england>

1.5.2 NHS England and NHS Improvement

The generic EPRR role and responsibilities of NHS England are:

- To set a risk based EPRR strategy for the NHS.
- To ensure there is a comprehensive NHS EPRR system and assure itself and DHSC that the system is fit for purpose.
- Lead the mobilisation of the NHS in the event of an emergency at incidents levels 3 and above.
- Work with PHE and DHSC, where appropriate, to develop joint response arrangements.
- Undertake its responsibilities as a Category 1 responder under the CCA 2004.

NHS England and NHS Improvement operates:

- Nationally
- Regionally
- Locally

NHS England and NHS Improvement National Team

At a national level NHS England will:

- Support the AEO to discharge EPRR duties.
- Participate in national multi-agency planning processes including risk assessment, exercising and assurance.
- Provide leadership and co-ordination to the NHS and national information on behalf of the NHS during periods of national incidents.
- Provide assurance to DHSC of the ability of the NHS to respond to incidents including assurance of capacity and capability to meet National Risk Assessment (NRA) requirements as they affect the health service.
- Provide support to DHSC in their role to UK central government response to emergencies.
- Action any requests from NHS organisations for military assistance.

NHS England and NHS Improvement Regional Team

Staffordshire falls under the remit of the Midlands region. At a regional level, NHS England and NHS Improvement will:

- Ensure integration of plans across the region to deliver a unified NHS response to incidents, including ensuring the provision of surge capacity.
- Maintain capacity and capability to co-ordinate the regional NHS response to an incident 24/7.
- Work with relevant partners through the LHRP & LRF structures.
- Seek assurance through the local LHRP and commissioners that the core standards are met and that each local health systems can effectively respond to and recover from incidents.
- Discharge the local NHS England EPRR duties as a Category 1 responder under the CCA 2004.

<http://www.england.nhs.uk/mids-east/ss-at/>

1.5.3 Acute Trusts

Staffordshire is covered by two Acute Hospital Trusts, with A&E Departments:

1. University Hospital North Midlands (UHNM) NHS Trust,
Royal Stoke University Hospital,
Newcastle Road,
Stoke-on-Trent,
ST4 6QG
 - Royal Stoke University Hospital A&E Department located on Newcastle Road able to accept all categories of patient including CBRNE/HAZMAT (Major Trauma Centre or MTC) on a 24/7 basis.
 - County Hospital (Stafford) A&E located on Weston Road, Stafford, able to accept all but the most serious injured or ill patients including CBRNE/HAZMAT. Opening hours 08:00hrs to 22:00hrs 7 days a week. Walk-In centre available.
2. University Hospitals of Derby and Burton NHS Foundation Trust (UHDB)
Uttoxeter Road
DERBY
DE22 3NE
 - UHDB has an A&E located on Belvedere Road, Burton able to accept all but the most seriously injured and CBRNE/HAZMAT on a 24/7 basis.
 - Sir Robert Peel Hospital, Plantation Lane, Mile Oak, Tamworth, Minor Injuries Unit only.

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- Samuel Johnson Community Hospital, Trent Valley Road, Lichfield, Minor Injuries Unit only.

Illness and Injury Response

- Will be a hospital which has an Accident & Emergency (A&E) Department, sometimes called an Emergency Department (ED).
- This means that the Ambulance Service will routinely present patients to the hospital A&E for treatment and possible convalescence within the hospital.
- The hospital A&E will accept patients who self-present for treatment.
- The hospital A&E will in both of the above cases triage patients according to medical need.
- Not all Hospital Trusts can accept all patients; depending on medical need (severity of the illness or injury), the Ambulance Service will also triage patients and transport the patient to the nearest most appropriate hospital. Each of the major hospitals has a pre-agreed number and category of patient that they would be sent in a major incident and WMAS has details of this.
- Within Staffordshire, only University Hospital North Staffordshire can accept the most seriously ill or injured patients.
- Not all A&E Departments are open 24 hours a day.
- Some types of illness or injury, such as burn injuries, may be taken outside of Staffordshire for specialist treatment.
- In addition to A&E Departments, Hospital Trusts will have Minor Injury Units (MIU), GP Referral Units or Walk-in Centres, which can treat minor injuries; these will not normally accept patients presented by ambulance.
- Will liaise with other neighbouring hospitals where the 'decant' of patients from one hospital to another is required.
- Liaises with the Ambulance Service, CCGs and NHS England, in order to manage the impact of the incident.
- Will liaise with Public Health England where appropriate, for advice on treatment.
- Has a communications policy to liaise with relatives and friends of existing patients and those from the incident, the Casualty Bureau, the local community, the media and VIPs.
- Is able to set up a Control Room if necessary.
- Will have Mortuary facilities.

CBRNe/HAZMAT Response

- Provides limited decontamination facilities and personal protective equipment to manage contaminated self-presenting casualties. Royal Stoke and County Hospitals both have demountable CBRNe facilities for wet decontamination; Queen's Hospital Burton has standard tents.
- Will request Fire & Rescue Service assistance on mass decontamination.

1.6 Environment Agency

The Environment Agency works to create better places for people and wildlife, and support sustainable development. They have fourteen areas within England and each is responsible for responding to incidents within their geographical boundary.

In Staffordshire, they are represented by the Area Director for West Midlands Area (who covers Staffordshire, Warwickshire, West Midlands, Shropshire, Herefordshire, Worcestershire and Gloucestershire). Please note that a small part of Staffordshire falls within the Greater Manchester, Merseyside and Cheshire Area.

They are responsible for:

- Regulating major industry and waste.
- Treatment of contaminated land.
- Water quality and resources.
- Fisheries.
- Inland river, estuary and harbour navigations.
- Conservation and ecology.
- Managing the risk of flooding from main rivers, reservoirs, estuaries and the sea.

Their priorities are to:

- Work with businesses and other organisations to manage the use of resources.
- Increase the resilience of people, property and businesses to the risks of flooding and coastal erosion.
- Protect and improving water, land and biodiversity.
- Improve the way we work as a regulator to protect people and the environment and support sustainable growth.

<https://www.gov.uk/government/organisations/environment-agency>

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1. Category 2 Responders

All Cat 2 responders would provide support to the SCG and/or individual Cat 1 responders on request. The following overview of Cat 2 responders' capabilities is intended to assist Cat 1 responders and the CCU in understanding what resources and skills each organisation may be able to bring to bear in a flood event. The CCU Duty Officer has contact arrangements with all of the organisations listed.

1.1 NHS Clinical Commissioning Groups (CCGs)

CCGs are responsible for commissioning healthcare for the people of the geographical area that they serve. They have a budget allocated to them from the Department of Health with which they buy a wide range of services for patients in their area.

These services include:

- **Hospital Care.** If your doctor decides you need to go to hospital for a consultation, tests or treatment, CCGs make sure you get the service you need, in the right place, at the right time.
- **Community Care.** These are health services delivered to people in their own homes, such as a visit from a district nurse or other health specialist like a physiotherapist. There are now private companies commissioned by the NHS to provide services.
- **Rehabilitation Care.** The services put in place to help patients recover from a period of ill health and help patients to return to being as independent as possible.
- **Out-of-hours and Emergency Care.** This includes on-call doctors, local Minor Injuries Units and Accident and Emergency visits.
- **Mental Health Services.** Making sure local people with mental health needs get the support they need, whether they live in their own home or not.
- **Learning Disability Services.** Making sure people with learning disabilities get the most appropriate help to enable them to live as independently as possible.

CCGs aim to match the health priorities of local people with the resources that are available and they do this in a completely open and transparent way. CCGs work with partners, including other NHS bodies, Local Authorities and the Voluntary Sector and also consult as widely as possible to make sure that the needs of local people are given priority and reflect real needs.

In the context of incident response, CCGs:

- Establish and maintain 24/7 on-call arrangements to co-ordinate patient flow and escalation.
- As Cat 2 Responders under the CCA, CCGs respond to reasonable requests to assist and co-operate other responders (such as Cat 1 responders).

- Support the NHS England if an emergency requires wider NHS resources to be mobilised. CCGs must have a mechanism in place to support NHSE to effectively mobilise and co-ordinate all applicable providers that support Primary Care services, should the need arise.
- Become part of the initial Health response, where there is a significant issue of geographic remoteness or complexity which may compromise the NHS England's ability to act alone as a Cat 1 responder.

1.2 Severn Trent Water (STW)

In the event of an incident which adversely affects the supply of water, Severn Trent will distribute alternative water supplies, usually in the form of bottled water or through water tanks. However, the priority will always be to keep people on supply by reconfiguring and/or tankering potable water directly into the water distribution network.

Water companies are regulated under the Security and Emergency Directive 1998 to supply 10 Litres per head per day in the event of a supply interruption or water quality event. This rises to 20 Litres per head per day after 5 days. Priority will be given to vulnerable customers/institutions, for example, hospitals, schools, prisons and nursing homes where possible. Severn Trent have "Alternative Water Supply" plans in place detailing how this would be carried out.

If populations exceeding 50,000 urban or 30,000 rural properties are without a potable supply, a major incident will be declared and Severn Trent will need multi-agency support. A representative from the relevant water company will be sent to liaise with the SCG. On occasions, agencies within the LRFs will be informed of incidents below these thresholds and in some cases third party support may be requested.

Severn Trent also provides waste water services. These can also be impacted by incidents, including burst rising mains, flammable or toxic discharges entering to sewer and fluvial or pluvial flooding. A worst-case scenario would typically be a release of untreated wastewater into a river.

Severn Trent maintains a register of vulnerable and sensitive customers that can be used in an emergency. The water industry operates a mutual aid agreement which facilitates the sharing of plant and equipment during emergencies.

<http://www.stwater.co.uk/>

1.3 South Staffs Water (SSW)

SSW has robust emergency plans in place to enable them to maintain the national minimum standard of 10 litres of water per person per day during an incident affecting a population of up to 30,000 customers. For larger incidents affecting greater numbers of customers, SSW is able to call assistance via Mutual Aid from other water companies. They have increased their level of resilience on other utilities in order to maintain water supplies for example, where electricity is critical to

run pumps etc., they have installed standby generators. There is limited interconnectivity with other water utilities that can be utilised if necessary.

- Where there is any 'long term' customer outage, they may request assistance with logistics and the distribution of water to customers from LRF partner organisations.
- SSW maintains a Priority Services Register, which customers can sign up to if they need additional assistance or are vulnerable for some reason, including being on Dialysis. The list relies on customers to self-register with the Company.
- They do keep records of vulnerable sites such as hospitals but expect to get accurate information regarding schools, 'care homes' and other care related sites from the Local Authorities on request via the CCU.

<http://www.south-staffs-water.co.uk>

1.4 Cadent Gas Distribution Ltd (Gas)

Cadent own and operate the gas National Transmission System for GB and own a number of the Gas Distribution Networks including the West Midlands from where it is distributed to households and industry, however only Cadent transmit in Staffordshire. They do not produce gas for the UK market and do not own the gas conveyed through their networks. The company is responsible as a Category 2 responder for its pipelines and critical sites in Staffordshire, all of which have extensive contingencies plans, and under their Category 2 responsibilities, play a role in regional and local Resilience Forums. To contact Cadent regarding operational gas emergencies, including formation of a strategic team, the following 24 hour numbers should be used: 0800 111 999 (all) or 0800 917 2414 (non-public).

<http://cadentgas.com/Home>

1.5 Highways England (HE)

The HE is an executive agency of the Department for Transport (DfT). It is responsible for the construction, improvement, maintenance and operation of the Strategic Road Network (SRN) of England (in Scotland and Wales the devolved administrations have responsibility for transport). The SRN is made up of motorways and primary A roads known as All Purpose Trunk Roads (APTR). Staffordshire sits within the HE Midlands division, with the network being operated from West Midlands Regional Control Centre (WMRCC).

The Highways Agency will have an interest in any major incident or Emergency that affects safety or flow of traffic on the strategic road network and/or involves damage to the road infrastructure. The response would include, but is not limited to:

- Provision of traffic management.
- Implementation of suitable diversion routes.
- Provision of traffic information via Matric Signs, Web and Media.
- Provision of representatives to command and co-ordination groups.

- Provision of technical expertise to command and co-ordination groups (structural engineers etc.).
- Repair/reinstatement of physical infrastructure.

<https://www.gov.uk/government/organisations/highways-england>

1.6 Electricity Suppliers

Electricity distributors are heavily regulated by Ofgem and are a category 2 responder under the Civil Contingencies Act (2004). Western Power Distribution (WPD) has an obligation to cooperate with Category 1 responders to plan for emergencies and meet the needs of those who may be vulnerable in emergencies. National Grid transmits electricity on a national level and Western Power Distribution are the Distribution Network Operators (DNO) who distribute electricity on a local level, including throughout Staffordshire. WPD customers who are vulnerable and dependent upon electricity for medical and communication needs are able to join Western Power's Priority Services Register via the customer's electricity supplier or directly with WPD. WPD have an agreement to provide specific information to Category 1 responders as part of their response to an emergency situation where there is a need for the identification of vulnerable people and can be obtained via the 24/7 number 0800 678 3105 (option 1) or for exercises via Carl Henshaw (Emergency Planning Officer) on 07734 491775. Any personal data provided is only to be used for the purpose of identifying and assisting those vulnerable people of households affected.

<http://www.westernpower.co.uk/>

1.7 Network Rail

Network Rail is the main rail infrastructure controller for the UK. They are responsible for any incidents on the rail network regardless of which Train Operating Company, if any are involved in the incident. Incidents occurring in the private sidings or depots are the responsibility of their respective owners or operators.

<http://www.networkrail.co.uk/>

1.8 Train Operating Companies (TOCs)

Due to the nature of their business and their commercial status, the TOCs have robust and resilient plans in place that are regularly tested in combating real life scenarios. Companies that operate a service in the SRF area are:

Virgin Trains: <http://www.virgintrains.co.uk/>

London North Western Railway: <https://www.londonnorthwesternrailway.co.uk>

Cross Country Trains: <http://www.crosscountrytrains.co.uk/>

East Midlands Trains: <http://www.eastmidlandstrains.co.uk/>

1.9 Airport Operators

The SRF area has three international airports (Birmingham, East Midlands and Manchester) close to its borders and its operators are Cat 2 responders, in accordance with their definition under section 82(1) of the Airports Act 1986 (c.31). The only airport within the SRF area is a small business airport known as Wolverhampton Halfpenny Green Airport. However, this does not meet the criteria under the CCA 2004 and the Airports Act 1986; therefore, it is neither a Cat 1 nor Cat 2 responder.

Wolverhampton Halfpenny Green Airport: <http://www.wolverhamptonairport.co.uk/>

1.10 Health & Safety Executive (HSE)

HSE is the national independent watchdog for work-related health, safety and illness. They are an independent regulator and act in the public interest to reduce work-related death and serious injury across Great Britain's workplaces. The HSE will have a key role in incident-related investigations in the response and recovery phases. The main interface with local resilience partners outside of incidents is the scrutiny and enforcement of COMAH on-site and off-site plans.

<http://www.hse.gov.uk/>

1.11 Airwave (Communications Network)

Airwave is a secure and reliable method of communication used by the Emergency Services. The widespread adoption by the Emergency Services allows for interoperability using the same communications network. The network is secure and resilient with excellent backup capabilities. It has a wider coverage and works when mobile networks have been overloaded or failed.

<https://www.airwavesolutions.co.uk/home/>

1.12 Mobile Telecommunications Network

Mobile communications have very good coverage across the UK. However the networks are prone to being overloaded during a major incident and can fail. Under the Mobile Telecommunications Privilege Access Scheme (MTPAS), pre-registered Cat 1 and 2 responder SIMs will have priority to the network and therefore a greater chance of making a connection. This prevents overloading during a major incident. There are five major mobile network operators and a large amount of providers offering a range of services from basic to 4G.

1.13 Landline Telecommunications

Landlines are hardwired into most homes and businesses. The lines themselves are vulnerable to being damaged or cut off during an incident as the wires are suspended at roof level. Often the fixed phones themselves rely on mains power to function. The advantage of landline phones is they are less likely to overload than

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mobile communications. Like mobile providers, there are many different companies offering a range of services.

Annex C

1. Other Organisations

1.1 Ministry for Housing, Communities and Local Government (MHCLG)

See [section 4.1](#).

1.2 NHS Mental Health Trusts

Mental Health Trusts are not covered under the Civil Contingencies Act 2004 as either Category 1 or 2 responders. However, within Staffordshire and Stoke-on-Trent the two Mental Health Trusts plan and work as a Category 1 responder.

Mental Health Trusts:

- Support Local Health Economy capacity to safely manage the additional demand.
- Provide access to additional resources.
- Work with NHS England North Midlands Team to support the recovery phase.
- Link with NHS England North Midlands Team in co-ordinating services.
- Work with the local health economy to ensure patients involved in the incident are discharged home with appropriate support in the community.
- Provide continuity of core business services during incidents.

Midlands Partnership NHS Foundation Trust (also provides community services in Staffordshire): <https://www.mpft.nhs.uk/>

North Staffordshire Combined Healthcare Trust: <https://combined.nhs.uk/>

1.3 Met Office

The Met Office can aid Cat 1 & 2 responders with information for emergency planning and response to weather related incidents such as severe weather warnings, plume predictions and storm tide alerts. They are also able to provide advice on the interpretation of data and the impact of weather related emergencies. They will:

- Provide early intelligence of potential inclement weather
- Provide timely weather warnings
- Provide advice on weather patterns and forecast

<http://www.metoffice.gov.uk/>

1.4 Military

See [section 6.2.2\(j\)](#).

1.5 Staffordshire Civil Contingencies Unit (CCU)

See [sections 5.1.4](#) and [6.3 \(h\)](#).

<http://www.staffordshireprepared.gov.uk/>

1.6 Association of British Insurers (ABI)

The ABI is requested to advise the Chair of the SCG, when invited, on all matters relating to strategic policy for claims across the insurance industry. This advice, if requested, is to be co-ordinated with the multi-agency Media and Communications Plan and any local communication strategies being undertaken by Local Authorities /wider partners.

<https://www.abi.org.uk/>

1.7 Kenyon

Kenyon International Emergency Services are an international disaster response capability primarily concerning mass casualty incidents. They can provide mass fatalities support in the form of temporary mortuaries and victim identification. Their closest base is in London, they can provide support for large-scale incidents as a fall-back from local Mass Casualty plans.

<http://www.kenyoninternational.com/>

1.8 Leavesley International

Leavesley International supplies support to the response to an emergency by offering access to their buildings and resources. Based in Burton upon Trent, they provide storage, accommodation and technical assistance to the SRF's Mass Fatalities arrangements as well as supporting requests for resources and a gateway to the local business community.

<http://www.leavesley-international.com/>

1.9 Voluntary Organisations

A Voluntary Sector Group exists in the SRF area, comprised of organisations that can be called upon to respond to or support those affected by, an emergency. However, the main Voluntary Organisations, which can support the response to incidents in Staffordshire and Stoke-on-Trent, are as follows:

- ASSIST
- British Red Cross
- National Flood Forum
- Rotary
- Multi-faith partners
- Peak District Mountain Rescue Organisation (PDMRO)
- RAYNET

- RSPCA
- Salvation Army
- Samaritans
- Staffordshire Search and Rescue Team (SSART)
- St John Ambulance
- Canal and River Trust
- Support Staffordshire

All these organisations can be contacted through the CCU Duty Officer.

1.9.1 ASSIST

ASSIST can do on site support for anyone with sensory/autism issues, or deaf/blind support in an evacuation and/or shelter scenario, or at a rest centre. They also have sensory-trained councillors who can assist with ongoing emotional support beyond the front door contact.

<https://www.staffordshire.gov.uk/education/ASSIST/home.aspx>

1.9.2 British Red Cross

The British Red Cross can provide voluntary support through a number of capabilities, including:

- Rest centre support and management
- Ambulance support
- First Aid provision
- Logistics support
- Psychosocial support
- International Family tracing
- Refugee Support
- Welfare Provision and support
- Disaster appeals scheme management
- Telephone support line.

<http://www.redcross.org.uk/>

1.9.3 National Flood Forum (NFF)

The NFF is a charity to help, support and people at risk of flooding.

<https://nationalfloodforum.org.uk/>

1.9.4 Rotary

Rotary is a global network of volunteers who come together to make positive, lasting change in communities at home and abroad. There are volunteers who are locally based in Staffordshire and can provide support to a voluntary cell in the TCG.

1.9.5 Multi-Faith Partners

Multi-faith partners are a group of representatives from a number of faiths. They can be engaged on matters of emergency planning and provide spiritual/cultural care and support to any persons involved in an incident:

- Emotional support to those affected.
- Advice to Cat 1 responders.
- Facilitate faith services and prayers.
- Provide facilities for worship.
- Provide information on places of worship in the community.
- Potentially provide assistance at sites that may be set up following a major incident/emergency, which could include rest centres.
- Assistance on issues to deal with equality and diversity for all those affected or involved in a major incident/emergency.

1.9.6 Peak District Mountain Rescue Organisation (PDMRO)

PDMRO provide upland search and rescue in the peak district as well as lowland search and rescue capabilities. It operates in Eastern Staffordshire but is able to respond outside this boundary. PDMRO offer assistance to the Emergency Services in major incidents as well as smaller scale specialist rescues from difficult/inaccessible places:

- The provision of search and rescue, primarily in upland areas. In particular to work with any of the three Emergency Services.
- To search countryside, farmland, woodland and moors, rivers and open areas of water for missing persons.
- To treat and evacuate casualties from difficult or inaccessible places.
- To assist at major incidents, such as aircraft crashes.

<http://www.pdmro.org.uk/>

1.9.7 RAYNET

Radio Amateurs Emergency Network (RAYNET) offers voluntary support in emergency communications, during major incidents and large events. RAYNET is able to operate when mobile networks have been overloaded and uses a wide range of equipment to ensure continuing communications:

- Point to point radio communication over all terrains, where accessible.

- Network communication via radio.
- Hand portable, mobile, portable and fixed station.

<http://www.raynet-uk.net/>

1.9.8 RSPCA

The RSPCA is a charity that is involved in almost anything that relates to the welfare of animals. It has specialist rescue teams and expertise that allow it to ensure the welfare of animals during major incidents. It will:

- Respond to calls in relation to animals whose welfare is compromised, i.e., complaints of cruelty for domestic and agricultural animals.
- Respond to injured animals (domestic, agricultural and wildlife); however, in relation to domestic and farmed animals the owner is ultimately responsible.
- Give advice on any animal welfare related matters.
- Respond to rescues of trapped animals, where they often work in conjunction with Fire and Rescue Services. It has a team of trained and equipped officers to deal with flood situations such as rescues requiring boats, rope teams, etc.

<http://www.rspca.org.uk/home>

1.9.9 Salvation Army

The Salvation Army provides support to the Emergency Services in major incidents in the form of welfare, such as its self-sufficient canteen vehicles and Rest Centre Assistance. Its support also allows the Emergency Services to collect and donate food to victims of major incidents, such as people displaced by flooding.

<http://www.salvationarmy.org.uk/>

1.9.10 Samaritans

Samaritans offer confidential emotional support over the phone from a number of call centres. People affected by a major incident can call and speak to a trained volunteer.

<http://www.samaritans.org/>

1.9.11 Staffordshire Search and Rescue Team (SSART)

SSART is a volunteer search and rescue team based in Staffordshire. The organisation has specialist skills:

- Search and rescue for high risk lost/missing persons.
- National Search and Rescue Dog Association (NSARDA) qualified air scenting search dogs.

- Swift water rescue/ flooding rescue (work primarily with Fire & Rescue Service)
- Support to multi-agency partners during incident response, including cordons, communication and navigation.
- Some capability in rope rescue and First Person On Scene (first aid) trained as well as some DBS cleared team members for extra safety.

<http://www.ssart.org/>

1.9.12 St John Ambulance

St John Ambulance offer first aid support at large events and major incidents, it has teams of trained first aiders and ambulances that can take the pressure off the Ambulance Service in a major incident.

<https://www.sja.org.uk/sja/default.aspx>

1.9.13 Canal & River Trust (formerly British Waterways)

The canal system is maintained 'full' at all times in order to provide navigable waterways whenever possible. Canal water is never still; it has a discernible current from the ingress of water into the system via reservoirs and rivers, to the egress into the rivers system and out to sea. The Canal & River Trust has a network of specialist water engineers to enable it to perform its primary functions. However, if operational circumstances permit, it is available to offer specialist advice and assistance and can advise on all matters relating to:

- Canal levels
- Access to canals for pumping operations
- Dam/reservoir inundation plans and related flood models

<http://canalrivertrust.org.uk/>

1.9.14 Support Staffordshire

Support Staffordshire is the countywide service for voluntary and community organisations in Staffordshire. They operate a number of equipped Volunteer Centers across Staffordshire that could be utilised in an emergency. These are located at:

- Cannock Chase
- East Staffordshire
- Lichfield & District
- Stafford
- Staffordshire Moorlands
- Tamworth

<https://www.supportstaffordshire.org.uk/>

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Glossary

For a comprehensive guide to terms and acronyms used in this handbook, please follow the link to the Lexicon on the Gov.uk website:

<https://www.gov.uk/government/publications/emergency-responder-interoperability-lexicon>

Staffordshire Civil Contingencies Unit



Supporting Resilience in Staffordshire
www.staffordshireprepared.gov.uk

This handbook has been written by the Staffordshire Civil Contingencies Unit in collaboration with the Staffordshire Resilience Forum.

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