Cambridgeshire
County Council

Emergency Management Plan

2023 – 2024 v3.0 – June 2023 – FINAL

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If you are responding to a live Incident:

Go straight to – Page 11 - Plan Activation and Standby Process

EXECUTIVE SUMMARY

Cambridgeshire County Council maintains a 24hr response to emergencies. For emergencies not managed by a single service or as part of "day to day" provision for such events, the Council's first point of contact is the Cambridgeshire County Council Emergency Management Team. The Emergency Management Team is trained and equipped to deal with minor emergencies and to initiate escalation procedures in the event of a major emergency, critical incident, or in support of the Emergency Services.

The response to any emergency is scalable and multiple resources can be activated if needed. An activation can include some or all of the following:

- On – Call Emergency Planning Duty Officer (24/7)
- On – Call Director for Major Incidents (24/7)
- a management (command and control) structure; Strategic (Gold), Tactical (Silver) and Operational (Bronze) officer / teams.
- a County Council Emergency Incident Room (virtual on MS Teams or in a physical location) to accommodate the Internal Tactical Coordination Group.
- activation of specialist emergency response capabilities within council directorates.
- activation of the Cambridgeshire County Council emergency messaging system.
- liaison with other local authorities for mutual aid support or military assistance[1].

The Civil Contingencies Act 2004 places a legal duty on the County Council to plan for and respond to major emergencies along with other Category 1 Responders. These include other Local Authorities, Police Forces; British Transport Police; Fire Authorities; Ambulance Services; Maritime and Coastguard Agency; NHS England; NHS Integrated Care Boards; UK Health Security Agency and the Environment Agency.

As part of its duty under the Civil Contingencies Act, 2004, the Council has, together with other emergency responders, carried out a risk assessment on the risks of an emergency occurring within, or affecting its local geographical area. The risks are assessed utilising a national formula, which incorporates the likelihood of an event occurring, together with the impact and potential consequences should it occur. This assessment informs Emergency Planning and Business Continuity Planning and helps to formulate a Community Risk Register. The Cambridgeshire and Peterborough Local Resilience Forum Community Risk Register can be viewed here **.**

The risks outlined in the community risk register drive and prioritise the emergency planning process. Where appropriate emergency plans for specific emergencies or locations are prioritised. A number of additional and supporting plans for specific emergencies, or locations have been prepared, in order to prevent the emergency from happening, or where this is not possible, reduce, control, or mitigate its effects.

The Local Government Act 1972 (Section 138) provides limited powers for the Council to incur expenditure in connection with any imminent Major Incident or the likelihood of such, if it considers it necessary to avert, alleviate or eradicate the effects or potential effects of the emergency upon inhabitants.

In extreme circumstances, the Government may initiate emergency powers to ensure the required response and agency capability. Section 2 of the Local Government Act 2000, allows an authority to do anything necessary for the wellbeing of its community and to incur expenditure in doing so.

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[1] **Military Aid to the Civil Authorities can be sought where there is an urgent need for help to deal with an emergency arising from a natural disaster or a major incident. http://www.cabinetoffice.gov.uk/resource-library/operations-uk-defence-contribution-resilience**

The role of Cambridgeshire County Council in response to an incident is diverse and common functions during emergencies include:

- Providing the wide-ranging functions to both support the emergency services and mitigating the impacts of an emergency / incident. For example, Highways (road closures & diversions); Trading Standards (Animal Health); Education Services (Schools liaison); Adults and Children's Safeguarding (identification and support to vulnerable persons); Emergency Transport (Social and Education Transport); Plant (machinery & equipment), contractors and contracted suppliers, clean up and waste management resources, provision of libraries as community information hubs.
- Provision of Coroners Service and emergency temporary mortuary sites in the event that existing mortuary capacity is exceeded.
- Liaison with other agencies to ensure that warning and informing the public is carried out as appropriate during an emergency.
- Working with partners to meet the medium to longer-term welfare needs of survivors.
- Working with partners in facilitating the recovery and return to normality of the community, including support services such as welfare and practical support.
- Working with partners to facilitate the remediation and reoccupation of sites or areas affected by an emergency.
- Continuing to provide essential County Council services to the public during an emergency and to recover and return Council services to normal after the emergency.
- Restoring those services which have been affected by the emergency for which the County Council is responsible.

Objectives

In common with all organisations involved in the response to an emergency, Cambridgeshire County Council will work towards the following objectives:

- Saving and preserving human life.
- Relieve suffering.
- Contain the emergency, limiting its escalation and spread.
- Provide the public and businesses with warnings, information, and advice.
- Protect the health and safety of responding personnel.
- Safeguard the environment.
- Protect property, as far as is reasonably practicable.
- Maintain & restore critical activities.
- Maintain normal services at an appropriate level.
- Promote and facilitate self-help within the community.
- Facilitate investigations and inquiries (e.g., by scene preservation, record-keeping)
- Facilitate the recovery of the community (including humanitarian assistance, economic infrastructure, and environmental impacts)
- Assist in the provision of welfare for survivors not requiring medical support and their families and friends via Evacuation, Rest, Humanitarian and other Centres to meet their immediate to short term needs.
- Facilitate the physical, social, economic, and psychological recovery of the community.
- Evaluate the response and recovery effort.
- Assist in the coordination of the various voluntary sector agencies involved and spontaneous volunteers.
- Assist in the recovery phase, which is likely to carry on for a considerable time and is likely to involve many organisations who are not ordinarily involved in or use to the speed and scale of the recovery effort.
- To identify and take action to implement lessons learnt.

The Cambridgeshire County Council Emergency Management Plan is divided into eight main sections:

Introduction

This section is designed to provide staff with background information relating to responding to an emergency within the UK and helps to provide context to the reader. It is not expected that this section should be heavily referred to during an emergency.

Plan Activation and Standby Process

This section of the Emergency Management Plan is designed to outline how the emergency management structures outlined within later sections should be either activated or placed on standby. This section also outlines how CCC should be made aware of potential emergencies.

CCC Command and Control

Section three defines the Strategic, Tactical and Operational, command and control structures which should be implemented during the response to an emergency. This section also provides advice on the potential membership of each group and how each group should be managed.

Roles and Responsibilities

This section provides details on the roles staff may be required to fulfil during an emergency. Included within this part of the plan are specific responsibilities for various council services and senior officers.

The roles and responsibilities within this section are not exhaustive nor prescriptive and should be used as a guide only.

Action Cards

This part of the plan contains aide memoires (ACTION CARDS) for specific roles staff may be required to fulfil during an emergency.

Additional Information

This section contains a range of additional information including a list of Cambridgeshire County Council/ LRF Emergency Plans and a JESIP aide memoire for CCC Tactical & Strategic commanders.

Administration

This section contains Document Control, Amendment Record and a list of acronyms.

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INTRODUCTION

Background

This Cambridgeshire County Council Emergency Management Plan provides a framework upon which the council, in its capacity as a category one emergency responder under the Civil Contingency Act 2004, can respond to a range of emergencies, which will vary in scale and nature. The County Council has a few duties under the act, which include ensuring that if an emergency occurs, or is likely to occur, it is able to prevent the emergency from happening, or where this is not possible, reduce, control, or mitigate its effects.

The arrangements within this document are based on the nationally adopted three-tier emergency management structure and in line with the more recent publication of the Joint Emergency Services Interoperability Principles (JESIP) which is to be used by Local Authorities, all three emergency services and other responding agencies within Cambridgeshire. The command structure is based on Strategic, Tactical and Operational levels, which are discussed in more detail throughout this document.

Aims and Objectives

Aims

The aim of this plan is to ensure that Cambridgeshire County Council (CCC) can establish an effective, proportionate, and flexible corporate response to any emergency, irrespective of its size, nature or cause in the County of Cambridgeshire.

Objectives

- To provide an overview of the civil emergency risks which can give rise to emergencies / incidents requiring activation of this plan or one of its risk specific / location specific plans.

- To help prevent emergencies from occurring or where that it is not possible reduce, control or mitigate the effects

- To define a generic response structure which Cambridgeshire County Council can activate when responding to emergencies effecting communities within Cambridgeshire.

- To define an escalation process for managing emergencies of different scales

- Clearly define the roles and responsibilities of key response groups / teams and individuals

- To provide generic guidance on the response to emergencies

Scope

This document primarily sets out the command, control and coordination arrangements for Cambridgeshire County Council before and during the response to emergencies within Cambridgeshire and will frequently include working in partnership with other category one and two responders and key council contractors.

It should be borne in mind, however, the specific response arrangement for CCC contractors do not fall within the scope of this document, although at times they will be required to form part of the CCC emergency response at all levels.

Although this document refers to multi-agency groups, its primary focus remains the coordination of CCC's own personnel and assets as a single agency.

Key definitions

The following terms are used throughout this document and have been taken from the Cabinet Office Civil Protection Lexicon 2013 and adapted for use within this plan.

Term	Definition
Emergency	An event or situation which threatens serious damage to human welfare, the environment, or the security of a place in the UK, requiring the implementation of special or exceptional arrangements to resolve.
Incident	A potentially hazardous event or situation, which requires a response from the council, but can be resolved without implementing special or exceptional arrangements.
Operational	The tier of command and control within a single agency at which the management of 'hands-on' work is undertaken at the incident site(s) or associated areas.
Tactical	The tactical tier of command and control within a single agency (below Strategic level and above Operational level) at which the response to an emergency is managed.
Strategic	The strategic level of command and control (above Tactical level and Operational level) at which policy, strategy and the overall response framework is established and managed for individual responder agencies.
Local Resilience Forum (LRF)	The process for bringing together all the category 1 and 2 responders within a police force area for the purpose of facilitating co-operation in fulfilment of their duties under the Civil Contingencies Act.
Recovery	The process of rebuilding, restoring, and rehabilitating the community following an emergency or disaster, continuing until the disruption has been rectified, demands on services have been returned to normal levels, and the needs of those affected have been met.

Section Two – Plan Activation and Standby Process

The Civil Contingencies Act 2004

The Civil Contingencies Act, 2004 (CCA) is the legislative framework for civil protection placing statutory duties at local level as well as making provision for emergency powers that may be necessary for serious emergencies.

The CCA defines responsibilities for Category 1 responders (Local Authorities, Police Forces; British Transport Police; Fire Authorities; Ambulance Services; Maritime and Coastguard Agency; Port Health Authorities; NHS England; NHS Integrated Care Systems; UK Health Security Agency and the Environment Agency). Category 1 responders are subject to the full set of statutory duties within the act, which require them to:

- assess the risk of emergencies occurring and use this information to inform contingency planning.
- put in place emergency plans.
- put in place business continuity management arrangements.
- put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency.
- share information with other local responders to enhance co-ordination.
- co-operate with other local responders to enhance co-ordination and efficiency.
- provide advice and assistance to businesses and voluntary organisations about business continuity management (local authorities only).

Category 2 organisations (electricity distributors and transmitters, gas distributors, water and sewerage undertakers, telephone service providers, Network Rail, Train Operating companies, National Highways, airport operators, harbour authorities, Health and Safety Executive, voluntary agencies), have a lesser set of duties but remain responsible for co-operating and sharing relevant information with other Category 1 and 2 responders.

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

PLAN ACTIVATION AND STANDBY PROCESS
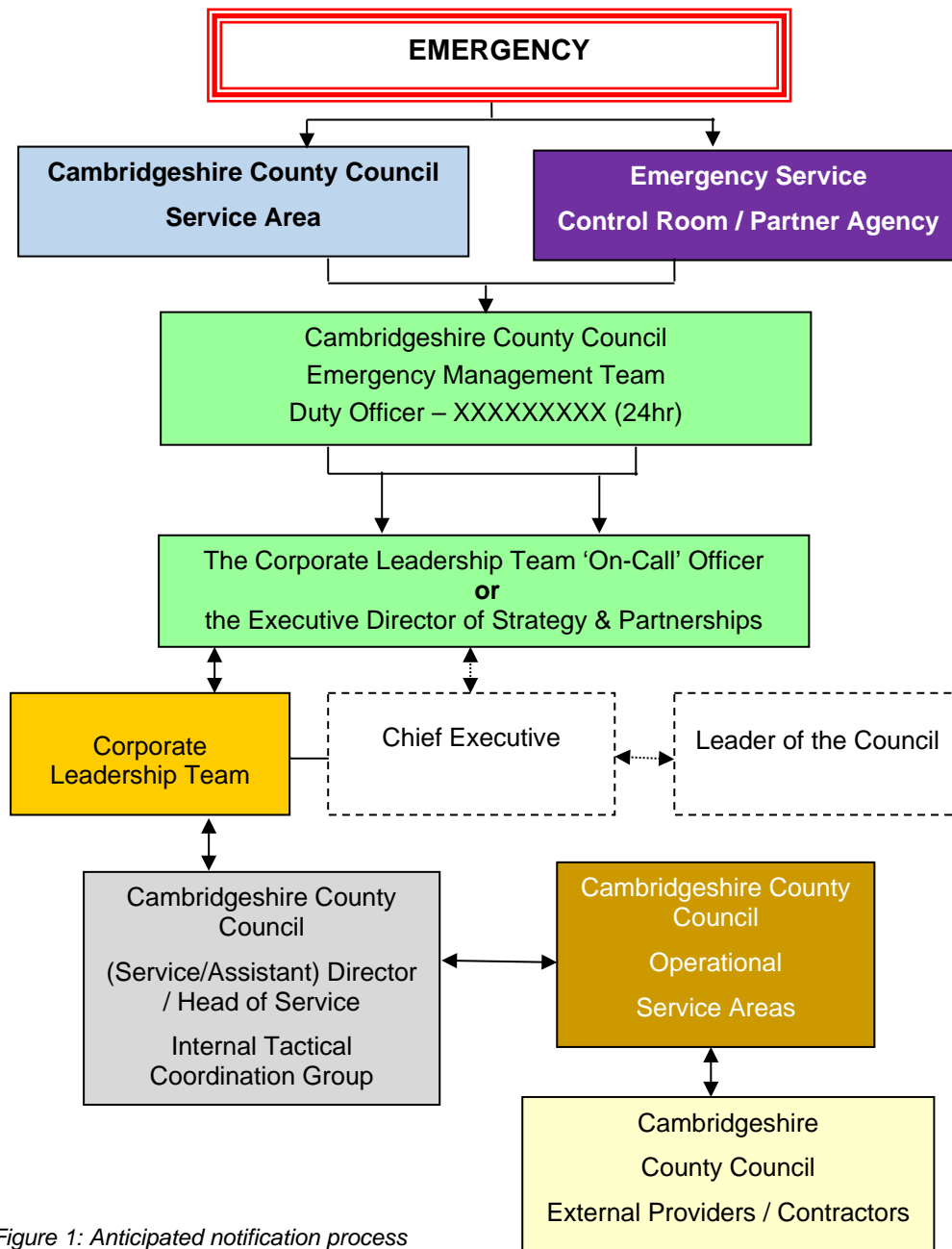
Figure 1: Anticipated notification process

Internal notifications

In the event that a council department or team becomes aware of an emergency or an incident which either affects or has the potential to detrimentally affect the County Council, or members of the community, the CCC Emergency Management Team should be notified via the Duty Officer number 24/7. Initial discussions on the appropriate level of response can then begin. Early notification of an incident is critical, as this will allow the Emergency Management Team to engage with professional partners at the earliest opportunity and identify any mitigation strategies, potentially reducing the impact of any incident or emergency.

If the incident or emergency is deemed severe enough, the decision will be taken to place the Emergency Management Plan (EMP) on standby, or to activate it fully.

External Notification

Under the Civil Contingencies Act, any Category One Responder has the ability to declare a Major Incident.

If a Major Incident is declared by any of the Emergency Services, the Police Control Room will notify the CCC Emergency Management Team via the Duty Officer Mobile Number or via the Local Authority, Single Point of Contact (SPOC) pager system.

If any other Category One Responder declares a Major incident / Emergency, they are expected to contact the CCC Emergency Management Team Duty Officer via the Duty Officer Mobile Number to inform them of the incident.

Once the Emergency Management Team is aware of an incident, it will alert and notify key partners and stakeholders by email or telephone.

The range and diversity of organisations involved in the response to any emergency can pose difficulties for the effective management of the Council's resources. In order to affect a clear and coordinated response the authority must ensure that a management structure is in place to facilitate the appropriate level of response.

The CLT 'On-Call' Officer[2], or Executive Director of Strategy & Partnerships

The CLT 'On-Call' Officer, or in their absence the Executive Director of Strategy & Partnerships will be notified by the Emergency Management Team Duty Officer of any emergency, or an incident which either affects, or has the potential to detrimentally affect the County Council, or members of the community.

The Corporate Leadership Team

The Corporate Leadership Team (CLT) (including the Head of Communications) will receive a notification from the CLT 'On-Call' officer, or the Executive Director of Strategy & Partnerships depending on the type and nature of any incident.

The Leader of the Council and other Councillors

The Leader of the Council will be directly briefed by the County Council's Chief Executive, or a member of the Corporate Leadership Team with relevant Councillors and 'local member(s)' being briefed by the Communications Team.

The Internal Tactical Coordination Team

If requested by the CLT 'On-Call' Officer, or in their absence, the Executive Director of Strategy & Partnerships, the Emergency Management Team will call together an Internal Tactical Coordination Group, to comprise of those relevant Service or Assistant Directors / Heads of Service / Managers, dependant on the type and nature of any incident. A member of the Communications Team will attend this group.

A Cambridgeshire County Council Communications Team officer will keep all CCC Councillors and staff aware of the incident by cascading the latest information and situation, via appropriate internal communication links.

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[2] Members of the Corporate Leadership Team perform a 24/7 'on-call' duty rota, in order for the Emergency Management Team to contact them for Major/Critical incidents, or for the authorisation to commit resources or incur expenditure.

Incident notification forms

On receipt of a call relating to an incident, the person receiving the call should complete the incident notification form. This form is designed to act as a prompt and to capture the initial details of the incident. This information will then be used to brief senior council officers during the initial stages of the incident.

The mnemonic M/ETHANE, commonly used by the emergency services, has been incorporated into the notification form and will act as a prompt to help capture the initial details of the incident.

M	Major incident declared.
E	Exact location.
T	Type of incident.
H	Hazards at the scene.
A	Access and egress routes.
N	Number of casualties involved.
E	Emergency services present.

Emergency Management Team Duty Officer System

The County Council Emergency Management Team operates a 24/7 duty officer system for council staff and our partners to use to notify the Emergency Management Team of any emergency / incident. This ensures that the council has an Emergency Management Officer available to respond to an emergency within, or affecting Cambridgeshire 24 hours a day, 365 days a year.

The contact for the CCC Emergency Management Duty Officer is:

XXXXXXXXXXXXXX

Note: This Duty Officer number is <u>not under any circumstances</u> to be circulated to members of the public or councillors as it is a limited and primary conduit for emergency information.

Once alerted to an incident the Emergency Management Team will make an assessment of the situation and decide on an appropriate course of action, which may include using the process below to activate or place the Emergency Management Plan on standby.

Standby and activation process
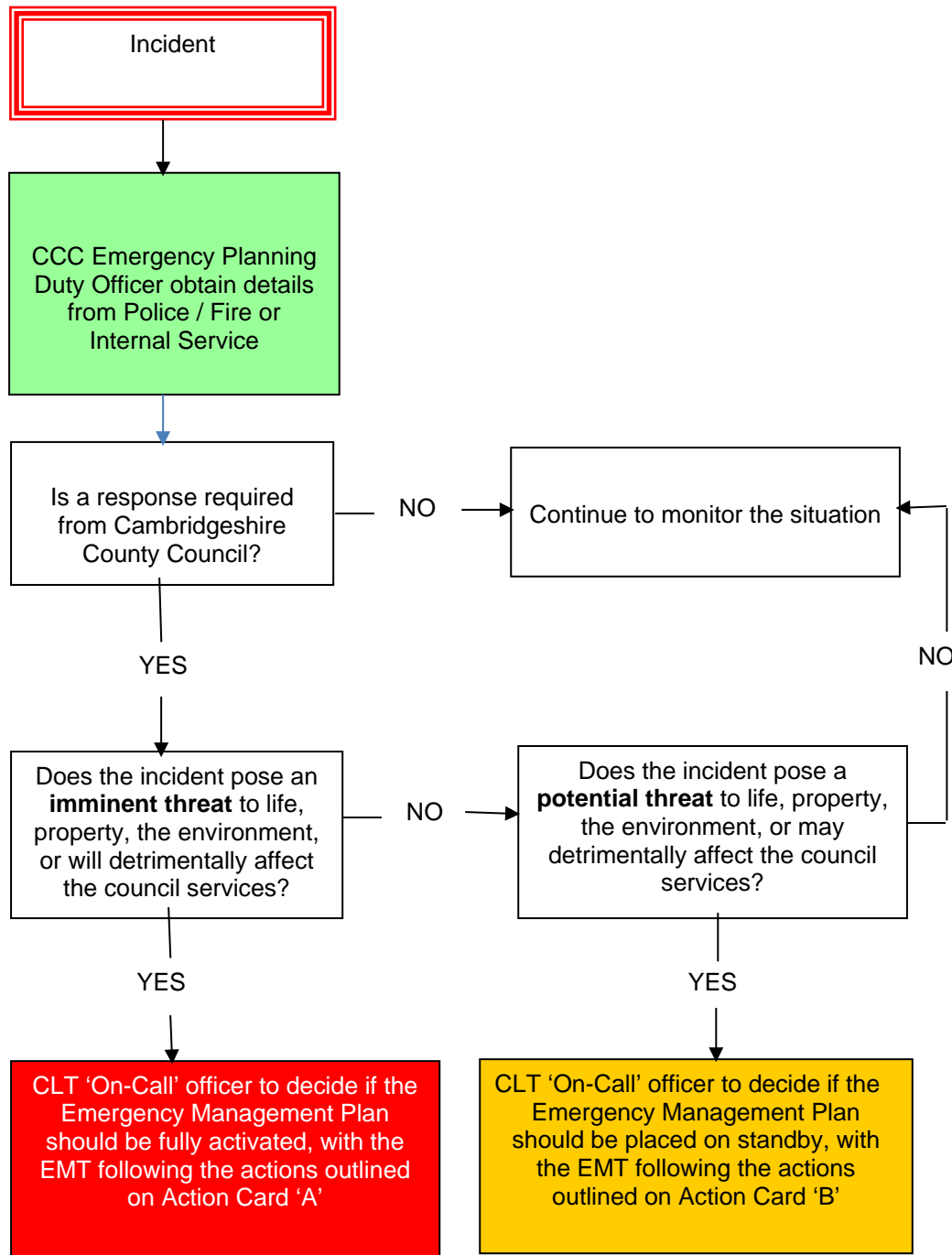
Figure 2 CCC Emergency Management Plan activation and standby process

Standby

If the incident poses a <u>potential threat</u> to life, property, or the environment, or may detrimentally affect the council services, and cannot be resolved within normal working arrangements, the CLT 'On-Call' officer, or in their absence, the Executive Director of Strategy & Partnerships will decide if the Emergency Management Plan is to be placed on 'standby' in preparation for any potential escalation of the situation.

Placing the Emergency Management Plan on standby will result in the following actions being taken. However, if the incident is of a sensitive nature, wider communication may initially be limited:

- The formation of the CCC Internal Tactical Coordination Group that should include as a minimum, the Service or Assistant Director / Head of Service of the affected service, subject specialists, a representative from the Communications Team and the Emergency Management Team. The aim of this group is to monitor the incident, respond to any initial actions and prepare to activate the Emergency Management Plan and escalate the response if required.

- Regular situation updates to CLT and all CCC Directors and Heads of Service on the developing situation, by the Communications Team.

- Consider 'setting-up', or 'placing on standby', the CCC Emergency Incident Room, in preparation for any potential escalation of the emergency (this could be a virtual room using MS Teams software or a physical location).

- Placing on standby any other resources deemed necessary for the response to the incident.

- Placing on standby any other appropriate business continuity / emergency response plans.

- The need for any persons involved in the response to the situation to log their actions and decisions in line with the guidance on writing incident logs.

Full activation

If the incident poses an <u>imminent threat</u> to life, property, the environment, or detrimentally affects council services and requires CCC to respond in a way that cannot be provided within normal day-to-day arrangements, the CLT 'On-Call' officer, or in their absence, the Executive Director of Strategy & Partnerships, will decide if the Emergency Management Plan is to be 'fully activated'.

Activating the CCC Emergency Management Plan will result in:

- A notification being sent to all CLT members / CCC Directors (including the Head of Communications) informing them that the CCC Emergency Management Plan has been activated. This notification will be sent from the Communications Team.

- The formal activation of a CCC Emergency Incident Room – Online using MS Teams or in person.

- The identification of a Service or Assistant Director / Head of Service who will be the CCC Internal Tactical Coordination Group 'lead' Tactical Officer, who will coordinate all activities at the Internal Tactical level. A deputy Officer should also be identified.

- The activation of the Internal Tactical Coordination Group. The exact makeup of the group will be dependent on the incident however there is an expectation that when requested, Directors, Heads of Service will send appropriate representation to each meeting and commit to undertake all necessary actions raised at those meetings.

- The formation of subgroups that will be tasked with focusing on certain elements of the response.

- The prioritisation of council resources to support the aims and objectives of the response.

- The identification of a Strategic / Tactical Officer and a Deputy Strategic / Tactical Officer, for any Multi-Agency TCG / SCG.

- The convening of the Corporate Leadership Team to provide strategic direction to the CCC Internal Tactical Coordination Group - Tactical Officer.

- Regular situation updates sent to all Members on the developing / continuing situation, by the Communications and Information team.

- Regular situation updates sent to all Directors and Heads of Service on the developing / continuing situation, by the Communications team.

- An increased level of communication with council staff via normal internal communication routes, by the Communications team.

- The need for any person involved in the response to the emergency to log their actions and decisions in line with the guidance on writing incident logs.

- The activation of any other emergency response plans and business continuity plans.

Stand down

At the end of any incident, it is the responsibility of the Chief Executive, or the CLT 'On-Call' Officer to officially announce the 'stand-down'; this marks the end of the incident response phase and the transition into the recovery phase. The recovery phase of the incident will normally be led by the relevant Cambridgeshire District Council, unless by agreement to the contrary. The Cambridgeshire and Peterborough Local Resilience Forum Community Recovery Plan should be utilised during this phase of the incident.

The Emergency Management Team together with the Communications Team will ensure that 'stand-down' messages are communicated to all relevant County Council staff and external partner organisations.

Once the incident has been formally stood down copies of all incident logs should be sent to the Emergency Management Team and the originals should be retained.

Debriefing

It is essential that following an incident all staff involved in the response have the opportunity to attend a debrief. The aim of debriefing is to ensure that the positive and negative elements of the response are captured, and any lessons which can be learnt, are identified. Debriefing also gives staff an opportunity to air their views, supporting their personal recovery.

It is important to note that the debriefing process does not seek to apportion blame or identify solutions and that the views of all those participating are valued and respected equally irrespective of their role or position within the organisation.

Depending on the severity of the incident, two different forms of debriefing may be undertaken:

- **Hot Debriefing** – conducted immediately after the incident to capture the 'here and now' issues whilst they are still raw and before the individual has had time to reflect.

- **Cold or Structured Debriefing** – conducted within a month of the incident or exercise and captures the details of the event after people have had an opportunity to reflect on their experiences. This form of debriefing usually lasts between 60 and 90 minutes. The times and dates for this to be established as soon as possible after the 'Hot Debrief'.

The Emergency Management Team will lead on the debriefing process which may involve bringing in an external party to deliver any debriefs and will support the production of reports outlining any recommendations.

Inquests and Inquiries

The need for accurate record keeping during the response to any incident is of paramount importance. The responses to issues will be on public view; there will be a requirement to prepare reports; and there is the potential for subsequent inquiries or litigation. There must be clear audit trails with comprehensive records of timings, notifications, decisions, actions and expenditure. All actions taken and decisions made should be recorded on the CCC Incident logging sheets. This information may be used during a public enquiry, which may take place sometime after the incident.

(For example, incident logs were used as evidence during an independent inquiry into the Hillsborough disaster 25 years after the event).

COMMAND AND CONTROL

Response Structure

In line with the emergency management framework set out within the Emergency Response and Recovery guidance[3] and the publication of the Joint Emergency Service Interoperability Programme [JESIP][4] and utilising the Joint Decision Model [JDM], Cambridgeshire County Council has a three-tier emergency management structure, mirroring that of other responders. Each tier of the structure is designed to undertake different but complementary roles and responsibilities.
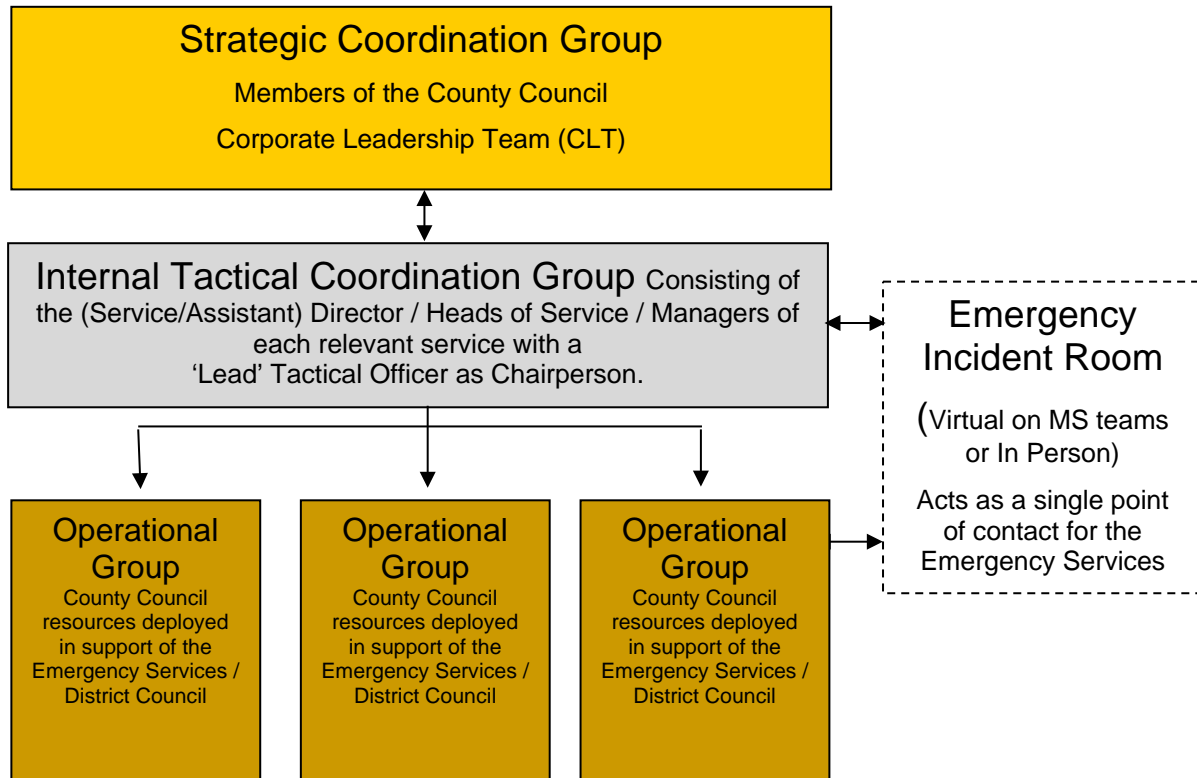
Figure 3 The generic CCC Command and Control Structure

Multi-Agency Strategic Coordination Group

During an emergency, there may be a requirement for a CCC CLT member to attend a Multi-Agency Strategic Coordination Group (SCG). The representation at this group will be dependent on the nature, and the anticipated consequences of the incident, but must be a person with authority to commit council resources (including financial decisions) at a senior level.

The purpose of the Multi Agency SCG is to take overall responsibility for the multi-agency management of an incident and establish a strategic framework within which lower levels of command will operate.

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[3] Emergency Response and Recovery, Non-statutory guidance that accompanies the Civil Contingencies Act 2004 **https://www.gov.uk/guidance/emergency-response-and-recovery**

[4] Joint Emergency Services Interoperability Programme **http://www.jesip.org.uk/home**

The Multi Agency Strategic Coordination Group:

- determines and promulgates clear strategic aims and objectives and reviews them regularly.

- establishes a policy framework for the overall management of the event or situation.

- prioritises the requirements of the tactical tier.

- formulates and implements media and communication plans, possibly delegating this to one responding agency.

- directs planning and operations beyond the immediate response in order to facilitate the recovery process.

The SCG does not have the collective authority to issue executive orders to individual responder agencies. Each agency retains its own command authority and defined responsibilities, and exercises command of its own operations in the normal way.

Standing Strategy

As a first priority, it must formulate a strategy with key objectives that encompass and provide focus for all of the activity of the responding organisations. A standing strategy should be immediately available to promote priority actions. The Joint Emergency Services Interoperability Programme doctrine sets out the following standing strategy to enable immediate response activity in any emergency situation.

The aim is to contain the situation in order to save lives and limit the effect of both the direct consequences created by the emergency event and any indirect consequences caused by responder activity.

Governing Objectives:

- protect and preserve life

- mitigate and minimise the impact of challenging events

- maintain life-support infrastructure and essential services

- promote restoration and improvement activity in the aftermath of a challenging event.

Enabling Activity

The following activities need to be in place to promote an effective response:

- the creation and sharing of an agreed situation report of unfolding events across the responding organisations.

- simplified procedures for making joint decisions and issuing timely direction.

- prioritisation of tasks

- allocation of finite resources

- cross-boundary cooperation between partners.

Functional Activities

The governing objectives above are designed to encompass but not prioritise (that is the function of officers at every level) the following list of activities:

- saving and preserving human life
- relieving suffering
- containing the emergency, limiting its escalation, and spread
- providing the public and businesses with warnings, information and advice
- protecting the health and safety of responding personnel
- safeguarding the environment
- protecting property as far as is reasonably practicable.
- maintaining or restoring critical activities
- maintaining normal services at an appropriate level
- promoting and facilitating self-help within the community
- facilitating investigations and inquiries (by scene preservation, record-keeping)
- facilitating the recovery of the community (including humanitarian assistance, economic infrastructure, and environmental impacts)
- evaluating the response and recovery effort
- identifying and taking action to implement lessons identified*
- upholding the rule of law.

It is suggested that the Multi-Agency SCG Chair follows the JESIP joint decision model (JDM) for this and subsequent meetings, commencing with clarity and understanding around information and intelligence.

Multi Agency Tactical Coordination Group

During an emergency, there may be a requirement for a (Service/Assistant) Director / Head of Service from the Council to attend a Multi-Agency Tactical Coordination Group (TCG). CCC representation at these groups will be dependent on the nature, and the anticipated consequences of the incident, but must include a person with authority to commit council financial and material resources at the appropriate level. The initial meeting of the Multi – Agency TCG is likely to be held virtually on MS Teams to enable rapid communication between responders. Further in – person TCG meetings may be held at Fire Service HQ, Huntingdon if felt necessary or in the event of a Counter - Terrorism incident or national power outage scenario.

The purpose of the Tactical Coordination Group (TCG) is to determine priority in allocating resources, to plan and coordinate when a task will be undertaken and to obtain additional resources as required, along with providing overall management of the response.

The group should ensure that updates are available for the Strategic Coordination Group if one is in place. Officers attending the Tactical Coordination Group should be decision-makers for their organisation and suitably trained to command. Decisions should be recorded for audit purposes and a multi-agency decision log should be used.

Clear lines of communication between responding agencies and the TCG are required. Where agencies are responding at strategic Coordination group level or above, it is the role of the strategic Coordination group chair to ensure that Tactical Coordination Group are updated with the appropriate information.

The Emergency Management Team will brief officers due to attend a Tactical Coordination Group prior to the meeting on the latest tactical issues and situation. The CCC Tactical Coordination Group officer will, where possible, be supported by an Emergency Management Team Manager / Advisor who will be able to provide specific advice to the Tactical Officer on Emergency Response activities.

CCC Internal Tactical Coordination Group

The CCC Internal Tactical Coordination Group (ITCG) will be chaired by the (Service/Assistant) Director / Head of Service appointed by the CLT 'On-Call' officer, or in their absence the Executive Director of Strategy & Partnerships, and be established once a Multi-Agency Strategic / Tactical Coordination Group has been formed in response to a Major / Critical Incident, or in the event that the CCC Emergency Management plan has been place on 'standby' of fully activated.

The purpose of the CCC Internal Tactical Coordination Group is to advise CLT on strategic plans, to create community impact assessments, to collate information for the completion of SCG Sitrep reports for DLUHC RED and for any participation in Ministerial Meetings.

It is also responsible for Coordination of the operational response across council services through allocation of tasks from the Multi Agency SCG / TCG meetings and then to provide responses to the Council representative in advance of the next Multi-Agency Strategic / Tactical Coordination Group meeting.

The CCC Internal Tactical Coordination Group 'lead' Tactical Officer will ensure that arrangements are in place for warning and informing information to be released to the public. This is provided to the Communications and Information Team, who in turn will update the CCC Website and other appropriate communication channels. This will be the portal for the staff to utilise to respond to public calls for service received at the Customer Service Centre.

CCC Internal Tactical Coordination Group Membership

The CCC Internal Tactical Coordination Group will comprise of the (Service/Assistant) Director / Heads of Service / Managers from each relevant service and any subject specific experts. The exact membership of the group will be dependent on the situation. Initial membership will be identified by the Emergency Management Team but is likely to increase as the incident escalates.

Once the group has met, (Service/Assistant) Directors / Heads of Service / Managers will be expected to ensure that any actions relating to their service are undertaken within the agreed timescales. If the (Service/Assistant) Director / Head of Service / Manager is not available, an appropriate deputy who has the authority to act in their place must attend the meeting.

The outcomes from all Internal Tactical Coordination Group meetings will be distributed to all (Service/Assistant) Directors / Heads of Service / Managers irrespective of their level of involvement. The Internal Tactical Coordination Group will also be supported by any relevant subject specific experts who will be able to provide advice.
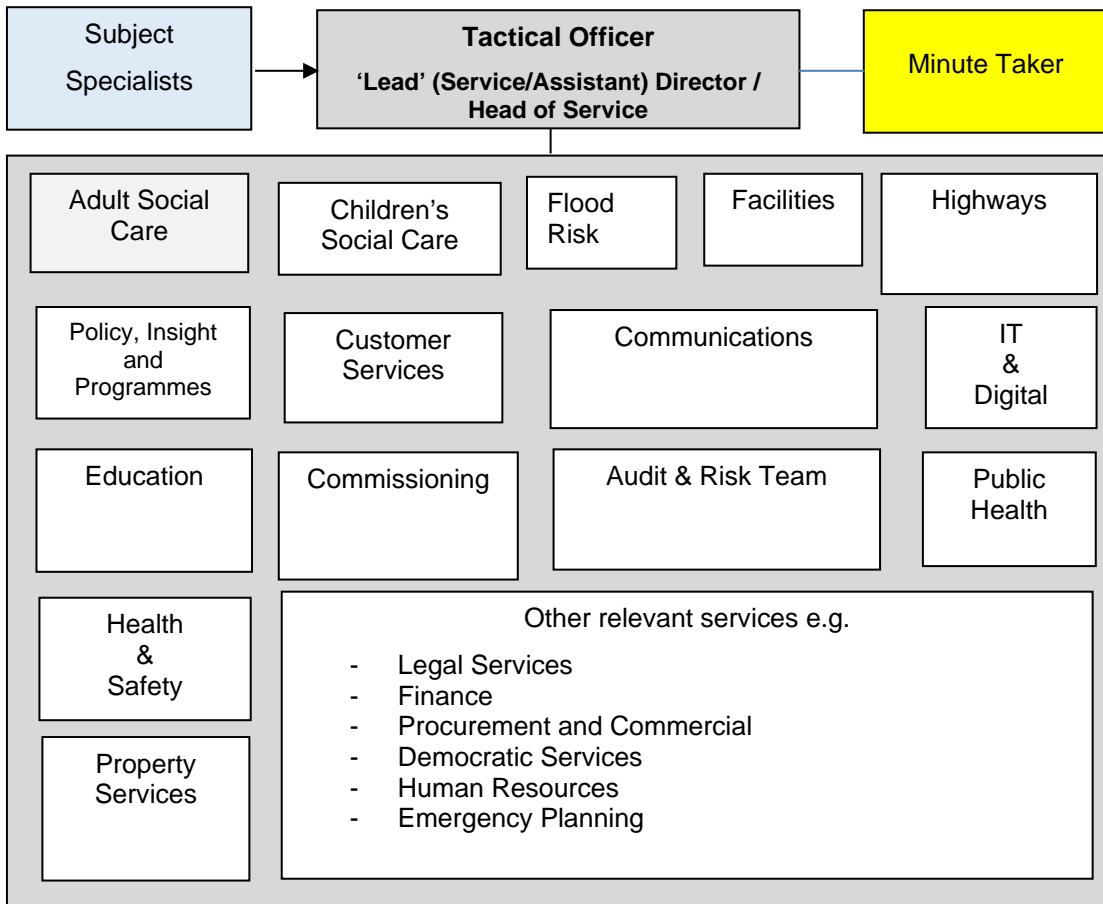
Figure 4 CCC Internal Tactical Coordination Group. Please note that the membership of the Tactical Coordination Group will vary depending on the nature of the incident, and the services depicted above are only an example.

CCC Internal Tactical Coordination Group Meeting Administration

The 'lead' (Service/Assistant) Director will be responsible for the provision of secretariat support to the Internal Tactical Coordination Group meetings. Prior to the meeting, an agenda and action list will be circulated to all participants, and if appropriate the meeting should be recorded verbatim using an appropriate recording device and minutes and actions should be written up contemporaneously.

CCC Emergency Incident Room

In the event of an incident and if required, the CCC Emergency Incident Room will be activated. In the first instance this should be a virtual room using MS Teams software to enable rapid communication and accommodate remote & flexible working practices. A physical meeting location for the Incident Room may also be chosen dependent on the nature of the incident. Locations may include:

- Online using MS Teams software.
- New Shire Hall, Emery Crescent, Enterprise Campus, Alconbury Weald, Huntingdon. PE28 4YE
- Amundsen House (Scott / Shackleton Rooms) 18, Compass Point Business Park, Stock Bridge Way, St. Ives, Cambridgeshire. PE27 5JL.

Note: The Emergency Incident Room may be in the same room or MS Teams call as the CCC Internal Tactical Coordination Group, if it is felt appropriate to do so.

On the declaration of a Major / Critical Incident, or the activation of the CCC Emergency Management plan, a member of the Strategic Management Team may request that a CCC Emergency Incident Room be set up.

The role of the County Council Emergency Incident Room is as follows: -

- To coordinate all contact between, CCC Services and those other Category 1 and Category 2 Responders, deployed in the response to, or recovery from the incident (including the District Council(s) in whose area the incident has occurred).
- To incorporate the Intelligence Cell for CCC in order for any response to be considered, timely and accurate.
- To advise all those identified County Council Services of the need to attend the initial Internal Tactical Coordination Group meeting, ensuring where necessary members attending have the correct level of security clearance, dependent on the matter to be discussed or restricted/confidential or protect material to be shared.
- In the event that the Internal Tactical Coordination Group is not 'sitting' act as the link between the CCC Strategic Management Team and the representative at the Multi Agency Strategic / Tactical Coordination Group.

ROLES AND RESPONSIBILITIES

CCC 'Generic' Response Roles and Responsibilities in an Emergency

> The following roles and responsibilities are not exhaustive nor prescriptive and should be used as a guide only.
>
> When responding to any incident all staff must continually consider the health, safety and welfare needs of themselves and others. Under no circumstances should staff place themselves at risk of injury or harm.

As an upper local tier authority CCC delivers a range of critical functions which are likely to be called upon in support of a multi-agency response and recovery event.

- Providing the wide-ranging functions to both supporting the emergency services and mitigating the effect of the emergency / incident. For example, Highways (road closures, diversions); Trading Standards (Sports Grounds / Animal Health); Education (Schools); Adult and Children Safeguarding (identification of vulnerable persons); Transport (Social, Education and Specialist Transport); Plant (machinery, equipment), contractors and contracted suppliers, clean up and waste management resources, provision of libraries as information hubs.

- Coroners Service and emergency mortuary provision in the event that existing mortuary capacity is exceeded.

- Liaison with other agencies to ensure that warning and informing the public is carried out as appropriate during an emergency

- Working with partners to meet the medium to longer-term welfare needs of survivors.

- Working with partners in facilitating the recovery and return to normality of the community, including support services such as welfare and practical support

- Working with partners to facilitate the remediation and reoccupation of sites or areas affected by an emergency.

- Continuing to provide essential County Council services to the public during an emergency and to recover and return the normality of Council services after the emergency.

- Restoring those services which have been affected by the emergency for which the County Council is responsible.

CCC Chief Executive

The Chief Executive is responsible for directing the council's actions during any emergency and will assume overall responsibility for:

- Convening the CCC Corporate Leadership Team

- Chairing regular CCC Corporate Leadership Team meetings

- Ensuring a decision loggist attends each Corporate Leadership Team meeting and is maintaining an accurate record of the meeting and is recording all decisions the team makes.

- Keeping their own incident logbook up to date and recording their decisions and actions throughout the duration of the incident.

- Leading the Corporate Leadership Team in the delivery of their roles and responsibilities

- Ensuring the Corporate Leadership Team set, review, communicate and update the strategy for the response and / or recovery, based on available intelligence and the threat and risk picture.

- Liaising with central government as necessary

- Where appropriate liaising with the leader of the council with respect to strategic issues and the resolution of issues regarding the council's response to the emergency.

- Ensuring the response arrangements outlined within this plan are implemented as appropriate.

- Assessing the incident and setting the councils' overall objectives and any Directorate specific objectives.

- Managing the strategic management of the council's support to the Emergency Services and / or District Councils and the effected community throughout the emergency.

- Assessing the longer-term implications to Cambridgeshire County Council and to the community, particularly in the areas of community support, finance, recovery management and legal action, or other formal enquiries into the incident and response

- Ensuring that the authority's normal services are maintained as far as possible during the emergency.

- Keeping Elected Members, and if necessary, Members of Parliament fully informed of decisions and actions the council has taken (with regard to financial implications).

- Authorising special media arrangements, press statements and information services on behalf of the council, in consultation with the Head of Communications.

- Coordination the council's response to support the recovery stage.

- Attending and participating in any Multi Agency Strategic Coordination Group meetings or nominating a CCC CLT Officer to undertake this responsibility.

The requirement for the duly empowered representative of the Council to attend is to ensure that the interests of the local authority are being represented and that strategic support can be offered or made available.

CCC Corporate Leadership Team

The CCC Corporate Leadership Team will be made up from:

➢ Chief Executive

➢ Executive Director of Strategy & Partnerships

➢ Executive Director of Public Health

➢ Executive Director of Finance & Resources

➢ Executive Director of Place & Sustainability

➢ Executive Director for Adults, Health & Commissioning

➢ Executive Director for Children, Education & Families

➢ Service Director: Legal & Governance

➢ Service Director: Human Resources

➢ Head of Communications

(Additional attendees as deemed necessary)

During the response to an emergency members of the CCC CLT will:

➢ Attend all CLT Group meetings, or if not available send an appropriate deputy who has the authority to make decisions and commit resources on behalf of their Directorate should they become unavailable.

➢ Assess the incident and setting the council's overall objectives and any Directorate specific objectives.

➢ Set, review, communicate and update the council strategy, based on available intelligence and the threat and risk picture of the emergency. (Communications Team to cascade information).

➢ Ensure that their Directorate's normal services are maintained during the emergency so far as is reasonably practicable, activating Business Continuity Plans where appropriate.

➢ Assess demand for and making available adequate resources

➢ Prioritise and allocation of resources

➢ Direct planning and operations beyond the immediate response in order to support the recovery process

➢ Implement adequate financial controls

➢ If the emergency has specifically impacted a Directorate, ensure all staff are accounted for and that their welfare needs are met.

➢ Ensure all staff within each Directorate receive regular updates on the decisions and actions taken by the council, taking into consideration those staff that don't have access to email.

➢ Maintain a personal log of all actions and decisions taken.

➢ Attend and participating in any Multi Agency Strategic Coordination Group meetings in the absence of, or at the request of the Chief Executive.

CCC Corporate Leadership Team

Elected Members

<u>The Leader / Deputy Leader of the Council</u>

The Leader / Deputy Leader of the Council will be advised of emergencies and updated on progress of the response by the Chief Executive, The Chair of the Internal Tactical Coordination Group, or a member of the Communications Team.

As councillors and community leaders they have an important part to play, being involved in responding to and recovering from an emergency, also by being engaged in the essential planning and preparation needed to ensure resilience and readiness.

They are also responsible for gaining public support for whatever measures are required to return to normal. By asking the right questions and ensuring the interests of constituents are properly represented, they can make a significant contribution to ensuring the overall resilience in the community.

It is essential to adopt a leadership role during an emergency, it is therefore recommended that the Leader of the Council, supported by a member of the CCC Communications Team, is pro-actively engaged with the media following a full briefing on the situation by key officers and the Communications and Information Team, which should help prepare them to answer questions at press conferences and during one-to-one interviews. Policy on key media messages will be overseen by the Multi-Agency Strategic Coordination Group and disseminated to all agency communications teams. It is vital that agreed lines regarding the response are observed by key partners, thus providing a cohesive approach to community reassurance messaging.

It is recommended that generic messages extending condolences, support for the work of the emergency services and responders, and reassurances that all is being done are included where applicable.

As senior political leaders, their central role will be:

- Advice on the implication of the emergency on key areas.
- Involvement in making key policy decisions and possibly having to consider recommendations from either the strategic coordination group or the recovery coordination group on strategic choices.
- Support the communication effort and assist with getting messages to the community, for example by giving interviews to the local and national press, holding public meetings where necessary and engaging with residents on social media, taking care to be consistent with the key information agreed with the Communications and Information Team.
- Possibly making representation to government for additional resources and financial assistance.
- Promoting joint working between local authorities and with other agencies
- Liaising with other elected representatives (Members of Parliament, Members of the European Parliament, other local authority representatives, etc.).
- Representing the community at the appropriate Recovery Coordination subgroup meetings.
- Ensuring recovery issues are mainstreamed into normal functions.
- Minimising reputational risk to the authority and defending decisions.
- Assist with any VIP visits, ensuring that they are sensitive to the needs of the community.
- Support and assist those affected in how they engage with media interest.
- Ensuring that the council continues to deliver services and provide support to the most vulnerable in the community and to those unable to remain in their homes.

<u>All Councillors</u>

During the response to an emergency, councillors whose divisions have been impacted by the emergency have a key role in:

- Providing community leadership in their own Divisions.

- Being available to identify the needs of individuals and the wider community and feeding them into to the appropriate part of response organisation via officers representing the council.

- Signposting members of the public towards the right agency to get the support they need.

- Communicating information to the public and media as required by the Communications and Information team.

- Supporting and assisting those affected in how they engage with the media.

- Support constituents by acting as a conduit for information disseminating and responding to any local enquires regarding the incident.

- Visit evacuees relocated to District Council Rest Centres.

- Liaise with voluntary organisations engaged in the response.

- Help identify residents known to them to be vulnerable or in need of special assistance.

- Provide advice and support to communities through Humanitarian Assistance Centres

NOTE: It is requested that Councillors ask questions, or for updates, through the Communications Team, which will continually be briefed on all developments relating to the emergency. It is **NOT** the role of councillors to get directly involved in the delivery of the response via any strategic, tactical or operational coordination groups.

A Local Government Association publication document 'A councillor's guide to Civil Emergencies' is available for elected members to view. The document can be viewed here

Adults, Health & Commissioning Directorate

**The following actions are a distillation of the service provided
and are neither exhaustive nor prescriptive.**

Adult Social Care

- Provide / Secure / Commission resources to contribute towards the needs of people relocated to emergency accommodation with regard for those with particularly high levels of social care requirements.

- Assisting people with learning or physical disabilities, sensory impairment and impacted by the incident.

- Providing or supporting specialist mental health care

- Maintaining communications with clients and vulnerable people

- On request, as per agreed procedures, provide reports relating to 'Vulnerable Children and Young People' and 'Vulnerable Adults' list.

- Supporting any Care Home affected by an emergency.

- Supporting a response to a health emergency (including supporting accelerated hospital discharge of patients into the community)

- Provide / Identify / Secure / Commission resources to cater for the needs of those affected by the emergency in the first few days and weeks of a major incident with the aim of reducing long term emotional trauma and symptoms of post-traumatic stress disorder while building long term emotional resilience as:

    - In the aftermath of a Major Incident the immediate victims, their families, friends and other survivors, witnesses and the community may experience an enormous amount of distress and emotional upset.

    - How people are treated in the first few days and weeks following a Major Incident is crucial in reducing the long-term emotional trauma and symptoms of Post-Traumatic Stress Disorder and helps build long-term emotional resilience.

    - The provision of the offer of individual trauma-focused cognitive behavioural therapy by trained counsellors focusing in on the traumatic incident is vital in the early stages of the response and recovery phases of any incident.

    This role is critical to psychological recovery which may impact for a longer period than physical injury.

- Manage / liaise on the response and recovery phases for persons in receipt of:

    - Learning Disability
    - Provider Services
    - Disability Services
    - Sensory Services
    - Direct Payments
    - Countywide Day Services
    - Care and Residential Homes (Independent)
    - In-House Services
    - Domiciliary Care Sites.
    - Older People and Mental Health

Adults (Commissioning)

The Commissioning service is responsible for the procurement and market management of a range of personal social care services required to meet the obligations of the Council. Examples of such services include residential care, home care, day and voluntary sector services. A key part of this function includes the management of external partnerships. In an emergency situation, the Commissioning service will be the primary point of contact for communication with external service providers, particularly if the requirement relates to either business continuity or an extension of an existing contract.

Children, Education & Families Directorate

Education

- The Service Director: Education will ensure the educational needs of all children in maintained schools, special schools and academies continue to be met throughout and after an incident, this is to include those children evacuated or displaced as a result of an incident. This will include liaising directly with the relevant Headteacher, 0-19 Place Planning, the schools affected and Social and Education Transport Team.

- Arrange for new home to school transport arrangements to be put in place for children who have been relocated, through Social and Education Transport Teams. The Senior / Adviser for Leadership liaise directly and share information with the Social and Education Transport Team to ensure that all children affected have modified or new transport arrangements (bus and taxis) in place, to enable them to attend school as soon as possible. This will include ensuring that all vulnerable children, including children attending special schools are prioritised.

- The Senior / Advisory for Leadership will, in consultation with the Service Director for Education and the Head of the Schools Intervention Service, ensure re-deployment of directly available Local Authority educational resources, including buildings and staff of maintained schools as appropriate. The Team also to identify options available in the Academy Sector.

- The Senior / Advisory for Leadership will co-ordinate support to schools and school pupils who have been affected by an emergency in relation to a variety of Local Authority multi-agencies:

    - Education Psychology Service
    - Area District Teams
    - Specialist Teaching Team
    - Statutory Assessment Team
    - Co-ordinate Child Death Protocol Arrangements if appropriate with Social Care

- Senior / Adviser for Leadership to attend schools if necessary, and to liaise directly with the Communications Team in order to ensure appropriate media support is in place for the school.

- Provide support to schools who have been affected by accidents to pupils or teachers while they were away from the school-on-school trips or other business and which results in loss of life or serious injury.

Childrens Social Care & Targeted Support

Integrated Front Door (Safeguarding and Targeted Support)

The Integrated Front Door (IFD) is the single point of entry for all notifications regarding safeguarding and requests for Targeted Support. The Integrated Front Door consists of the Multi Agency Safeguarding Hub and Targeted Support.

MASH is the point of contact for all safeguarding concerns regarding children and young people. It brings together expert professionals called 'Navigators' from services that have contact with children, young people and families and makes the best possible use of their combined knowledge to keep children safe from harm.

Place & Sustainability Directorate

**Note: The following actions are a distillation of the service provided
and are neither exhaustive nor prescriptive.**

P&S Directorate Management will:

- Liaise with external partners to ensure the response to, and recovery from any incident complies with environmental legislation and County Council policies.

- All P&S Services should be aware of any specific actions contained within existing specific / relevant emergency plans.

- Ensure effective communication with relevant emergency response colleagues, and with the public and local members.

Highways

- Local Infrastructure maintenance and improvement

- Traffic Management

- Road safety

- Street Lighting

- Highways asset management including rights of way

- Guided Busway and Park and Ride operation

- Provide / Commission labour, plant, transport and specialist advice at the scene of an emergency as necessary

- Monitor the movement of traffic in and around the vicinity of the incident and set up and mark diversion routes in conjunction with the Police / National Highways, or other motoring organisations

- Liaise with utility companies to remove non-emergency road works to enable access to and from the incident and for the provision of effective and suitable diversion routes

- Provide civil engineering measures on road, bridge, sewer, inspection and repair

- Support emergency measures against the risk of flood, snow and other extremes of weather, including drain / gully clearance.

- Support the removal of debris and disposal of non-toxic waste materials at and around the scene of the incident.

- Hold and maintain details of commercial suppliers, local stockists, plant / transport plant hire etc.

- Liaise with the National Highways (NH) Regional Control Centre, South Mimms and National Control Centre, Birmingham with regard to traffic control and traffic conditions on NH roads affected by or likely to be affected by an incident.

- Liaise with Cambridgeshire Constabulary in relation to road closures, traffic restrictions and other traffic management requirements. Ensure road closures and diversions are publicised on the Council website and promulgated by social media, via the Integrated Highways Management Centre.

- If necessary, provide a Liaison Officer in the County Council Emergency Incident Room, who can ensure that the Emergency Incident Room and Internal Tactical Coordination Group receive frequent updates on any aspect of the traffic management that is likely to be affected by the incident.

Coroner Service

- Provide support to the generic response and the provision of those specific functions as required for coroner services, such as the activation of the Mass Fatality / Emergency Mortuary Provision plan

- Provide burial and cremation service advice and support to bereaved families in the event that lives are lost. This support does not include any form of counselling.

- Provide the Police and the Senior Coroner with assistance where appropriate and available.

- Provide, if required, 24-hour burial or cremation services to deal with mass funerals. However, this will be dependent on the availability of skilled staff

- After consultation with the Multi-Agency Strategic Coordination Group, the Senior Coroner, the Police Senior Investigation Officer and the Chief Executive of the Council, consider the need for the activation of external specialist contractors for mortuary provision and liaison with the Human Tissue Authority in the event of an incident resulting in mass fatalities.

Registration Service

- Provide support to the generic response and the provision of those specific functions as required for registration services, including explaining the registration process for any fatalities

- The offices have a role in providing information to the public and also providing facilities such as meeting space, touch down facilities, in some locations

Social and Education Transport Team

- Provide the means to transport people through contacts with local bus, coach and taxi operators to assist with evacuations and helping uninjured survivors at the scene of a major incident to travel home or to a place of safety (e.g. a Rest Centre operated by the relevant District Council).

Flood Risk Team

- Provide specialist advice to the Multi-Agency Strategic, Tactical and Operational Officers on issues relating to drainage, flood risk and biodiversity.

- During a potential flooding incident, monitor areas known to be at risk from various forms of flooding.

- Record and provide details of properties flooded, or at risk and where appropriate carry out a flood investigation to provide an understanding of the possible causes of flooding and the potential cost-effective long-term solutions.

Trading Standards

- Through the Trading Standards Team provide specialist advice on animal health and disease control and fair and scam traders

- Investigate and control the spread of infectious diseases in animals (e.g. rabies, foot & mouth), in collaboration with the Department for Environment, Food & Rural Affairs and the Animal and Plant Health Agency.

Waste Services and Household Recycling Centres

- Provide advice and assistance to the community and partner agencies in relation to Council waste sites.

- Provide specialist advice and assistance to Multi-Agency Strategic, Tactical and Operational officers on waste treatment and recycling options and risks.

- Liaise with contractors and other suppliers to recycle, treat and recover waste arising from the response to and recovery from any incident

Strategy & Partnerships Directorate

**The following actions are a distillation of the service provided
and are neither exhaustive nor prescriptive.**

Emergency Management Team

- Act as the initial emergency contact, both in and out of hours, for the council through the Emergency Management Team, Duty Officer.

- Request M/ETHANE reports of Major / Critical incidents by Cambridgeshire Police / Fire & Rescue Service, or notification of 'Internal' incident.

- Once alerted to an incident make an assessment of the situation and decide on an appropriate course of action, which may include notification to a council service(s), and / or using the emergency management plan process for consideration to placing the emergency plan on 'standby' or 'activation' of it.

- Liaise with the relevant District Council 'Emergency' contact and ascertain the requirement of any County Council support or services to the incident

- Where necessary, notify the CLT 'On-Call' Officer, or in their absence the Executive Director of Strategy & Partnerships, of any emergency, or an incident which either affects, or has the potential to detrimentally affect the County Council, or members of the community.

- If requested by the Executive Director of Strategy & Partnerships, or in their absence the CLT 'On-Call' Officer, call together an Internal Tactical Coordination Group, to comprise of those relevant (Service/Assistant) Director / Heads of Service / Managers, dependant on the type and nature of any incident.

- If requested by the CLT 'On-Call' Officer, or in their absence the Executive Director of Strategy & Partnerships prepare to place a CCC Emergency Incident Room on standby in preparation for any potential escalation of the emergency, with relevant staffing.

- Notify staff at the Contact Centre of the incident and / or that the CCC Emergency Management plan has been placed on standby or fully activated and inform them that updates will be forthcoming from the Communications and Information Team

- Prior to the forming of the CCC Internal Tactical Coordination Group, liaise with the Head of Communications and Information, or in their absence a member of that team, giving regular situation updates, in order for them to brief CLT and all CCC Directors and Heads of Service on the developing/ continuing situation.

- Ensure post event that a 'stand down' message is communicated to all relevant County Council staff and external partner organisations by the Communications and Information Team.

- Once the incident has been formally stood down ensure copies of all incident logs are sent to the Emergency Management Team.

- Lead on the debriefing process which may involve bringing in an external party to deliver any debriefs and will support the production of reports outlining any recommendations.

- A member of the Emergency Management Team will brief the CCC Corporate Leadership Team representative attending a Strategic Coordination Group prior to the meeting on the latest strategic issues and situation.

- The Emergency Management Team will brief any person due to attend a Tactical Coordination Group prior to the meeting on the latest tactical issues and situation.

- Cascade weather / flood warnings and any other alerts or warnings to all relevant services.

- Additional (where resources allow):

- The CCC Corporate Leadership Team representative will, where possible, be supported by an Emergency Management Team Manager / Advisor who will be able to provide specific advice to the CLT 'On – Call' Officer on Emergency Response activities.

- The CCC Tactical Coordination Group officer will, where possible, be supported by an Emergency Management Team Manager / Advisor who will be able to provide specific advice to the Tactical Officer on Emergency Response activities.

- Have a presence within the CCC Internal Tactical Coordination Group, to provide specific advice to the (Service/Assistant) Director / Head of Service on emergency response activities and any relevant emergency plans.

As part of their daily role, the Emergency Management Team receives a range of warnings and alerts from the National Severe Weather Warning Service [NSWWS], Meteorological Office (Met Office), The Environment Agency (EA), and our Met Office Civil Contingencies Advisor.

These warnings and alerts are designed to provide predictions about the severity and likelihood of an event occurring in Cambridgeshire and the East of England, and where possible give CCC and our partner's time to prepare for any potential consequences.

When the Emergency Management Team receives alerts and warnings, they will assess the risk (potential impact and likelihood) the event may pose, based on the information it has received at that time from its partners.

Communications Team

The communications Team will:

- Attend any Cambridgeshire Multi-Agency Communication Cell formed, refer to the CPLRF Warning and Informing plan for further details.

- If no CPLRF Warning & Informing Group is 'set-up', lead on developing and releasing coordinated warning and informing messages to members of the public via all available media.

- Ensure an effective communications strategy is in place and able to provide continual information to staff at the Contact Centre (management of public calls), CCC staff and Elected Members.

- Maintain a liaison with the CCC Internal Tactical Coordination 'lead' Tactical Officer to ensure that the warning and informing information to be released to the public is updated on the CCC Website, and other appropriate media.

- Ensure that all messages disseminated to communities recognise their diverse needs and utilise alternative methods of communication where available

- Establish a Media Briefing Centre if necessary.

- Ensure information for the public is 'publicised' and kept up to date, on the CCC Website in order to brief the wider public and community.

Human Resources

- Ensure that Human Resources (HR) (excluding Health & Safety) policies and procedures provide sufficient guidance to managers and staff in the event of an emergency, in particular the awareness of the Major and Critical Incident employment issues policy.

- Provide appropriate advice, support and guidance to Managers responsible for responding to the emergency and / or maintaining services (business as usual), during the emergency and the recovery period

- Provide advice and support to responders on all areas relating to CCC employees

- Support Managers and Employees in dealing with any occupational health issues, which may arise because of the emergency

- Request the attendance of the Service Director of Human Resources to the initial CCC Internal Tactical Coordination Group and thereafter as necessary, to manage the demand on council personnel.

Policy & Insight Team/Geographical Information Systems (GIS)

- In addition to supporting the CCC generic response, to the Major / Critical incident, undertake those specific roles and tasks associated with the functionality and role of the CCC Internal Tactical Coordination Group and the CCC Emergency Incident Room, such as:
- Resilience Direct mapping
- Intelligence gathering

The Emergency Management Team has criteria that determine what emergency plans are produced. The big challenge for producing such plans is they must accurately predict the impact of an emergency on the public and on the environment. The Emergency Management Team does this by considering various factors, including:

- Weather

- Wind direction

- Location in relation to transport links

- Location in relation to areas of dense population

- Other potential hazards

In producing emergency plans the use of GIS can give a visual on the area of the emergency based on spatial data.

This is shown within the emergency plans currently held by the Emergency Management Team, for instance the following distances in the event of the activation of the Major Accident Hazard Pipeline plan, due to a pipeline rupture:

- Emergency Planning distance – (distance to address the worst-case scenario).

- Maximum Hazard Thermal range – (max distance people could come to harm).

- Emergency Control / Rendezvous point – (identification of the safest locations).

GIS analysis of elements such as road access, population density and health indicators helps Local Authorities provide optimum locations for emergency service centers.

GIS network analysis pinpoints the best routes, such as the shortest and fastest, accessible for emergency responders.

Democratic Services

- In liaison with the Communications and Information Team, provide links with Elected Members, allowing individual County Councillors to be briefed on events that affect their Division, arrange urgent meetings with the relevant Chairs/Vice-Chairs of Policy and Service Committee and arrange for relevant members to be engaged in the recovery process.

- Help to manage the process of review and scrutiny following an incident.

Community, Employment and Skills Services

- The Archives Service can provide expert assistance and advice on paper records/ archives, e.g. if they are affected by such emergencies as flooding.

- The Library Service can provide access to buildings in local communities (where they exist) that can act as a trusted source of information, provide access to IT/Wi-Fi and facilities to meet or come together.

- The Communities Service can act as a point of local contact through its place-based teams and support engagement with residents through staff and local contacts. The service can also support the long – term recovery phase of an incident with a specific focus on community safety, engagement and reassurance.

Finance & Resources Directorate

**The following actions are a distillation of the service provided.
and are neither exhaustive nor prescriptive.**

The Finance and Resources directorate leads on managing the Council's assets and finances. It is responsible for ensuring council buildings are safe, maintained, and suitable for their intended usage. It holds information about Council-owned property such as plans, occupancy, utilities, and risk assessments, and holds some information related to school buildings and the County Farms Estate.

Property Services/Facilities Management

- Instruct and mobilise contractors where there is a requirement to provide property support services.

- Gather and provide information about the Council's buildings e.g. drawings, plans, utility systems.

- Make available Council-owned buildings as and when required in support of the response to an incident / emergency.

- Develop mobilisation plan for the provision of temporary accommodation, including arranging access to alternative accommodation including keys, access codes, and alarm codes.

- Provide static guarding and patrolling security services where needed.

- Liaise with external agencies such as utilities or loss adjusters as needed in relation to property and accommodation.

Strategic Assets

- Supply information about buildings e.g. plans, occupancy, leasing and tenant information.

- Support to identify alternative accommodation suited to service requirements.

- Lead for County Farms Estate.

Property Compliance

- Lead on property health and safety issues, which may arise because of the incident and which fall within the remit of the Local Authority.

- Manage emergency incidents where asbestos containing materials may have been damaged or compromised.

- Lead and manage environmental incidents in accordance with current regulations to ensure the Authority meets its statutory requirements.

- Lead and manage legionella incidents to ensure the Authority meets its statutory requirements.

- Manage all incidents of fire safety and provide professional support.

- Provide security consultancy.

- Carry out risk assessments for Council-owned buildings.

- Investigate any internal property health and safety incidents.

- Liaise with external agencies as appropriate.

Customer Services

- Provide a facility for the exchange of information between the Council and its customers and separate incoming emergency calls from normal business calls, directing emergency calls to the appropriate place

- Signpost callers to sources of additional information

- Liaise with the Communications Team to ensure the timely and accurate receipt and dissemination of information to the public, via information placed on the CCC Website.

Procurement

Where officers cannot source through a specific service area or through their existing contractual supplier arrangements, procurement officers can:

- Procure goods, services and works during an emergency and during restoration operations

- Negotiate any retail or hire charges incurred on behalf of the County Council for private or commercially owned premises

- In liaison with Finance, validate purchasing expenditure in support of the emergency, by the use of an agreed 'emergency' financing process

- Liaise with Legal services to provide terms for temporary agreements with suppliers

- Provide knowledge and advice on procurement matters to officers to assist with their procurement needs.

IT and Digital

- Ensure the continuity of critical CCC IT systems before, during and after an emergency, in accordance with agreed priorities and service levels.

- Provide ICT support during the response to an incident, triaging and working to resolve calls from responding departments or critical services suffering business continuity issues, according to prioritisation set by CCC.

- Provide and support additional mobile phones and laptops as available for the Emergency Incident Room.

- Maintain functionality at the Contact Centre.

Public Health Directorate

**The following actions are a distillation of the service provided
and are neither exhaustive nor prescriptive.**

The Council Public Health Service is concerned with understanding the health, wellbeing and care needs of our local communities and ensuring that 'health inequalities' are tackled by improving the health of the poorest members of our community.

The Executive Director of Public Health manages the local authority public health teams across both Cambridgeshire and Peterborough and is accountable for the public health work across both areas.

Cambridgeshire County Council, through the DPH, will provide initial leadership with UK Health Security Agency during the response to public health incidents and emergencies within the local authority area. The DPH will maintain oversight of population health and ensure that effective communications mechanisms are in place.

During a significant incident, emergency or Major Incident where the health of the public could be compromised or affected, the Public Health Directorate will work closely with UK Health Security Agency, NHS England, Cambridgeshire & Peterborough Integrated Care Board, the Environmental Health Team of the District Council area(s) and other Cambridgeshire and Peterborough Local Resilience Forum (CPLRF) Organisations.

The 'lead' Director appointed by NHS England and a Director of Public Health from the local area will act as co-chairs at the Local Health Resilience Partnership (LHRP), during emergency planning.

Within Cambridgeshire and Peterborough, the Cambridgeshire DPH has been identified and agreed as the lead DPH within the Cambridgeshire & Peterborough Local Resilience Forum (CPLRF) area to co-chair the LHRP and to co-ordinate Local Authority public health input to preparedness and planning for emergencies at the Local Resilience Forum (LRF) level by:

- Coordination issues from fellow DPH in LAs within the LHRP area

- collaborating with DPH colleagues to ensure the lead DPH is fully informed of issues affecting all LAs to inform the work of the LHRP

- communicating with colleague DPH and UKHSA local centre director to ensure a coherent public health approach within the LHRP

- provide specialist advice on human health and disease control

- ensure that out-of-hours contact, and 'on-call' arrangements are maintained and that the provision of 24/7 public health advice is sufficient during and after an emergency

- provide a representative on the Multi-Agency Strategic Coordination Group, when appropriate

- In conjunction with UK Health Security Agency assess the health risks associated with the incident and identify the local population affected or likely to be affected by it

- work with the Adults, Health & Commissioning Directorate to identify residents that are known to the Council to be vulnerable (vulnerability will be dependent on the nature and location of the emergency) and ensure appropriate action is taken to reduce risks to health

- Participate in the County Council's Command and Control structures

- Scope the remedial measures that can be put into effect and advise the Health Community and other emergency services on the most appropriate response to the health risks of the incident in the short, medium and long term

- Participate in, or chair the Scientific Technical Advice Cell (STAC)

- Agree with STAC the information and public health advice to be communicated to the public, working with the Council's Communications and Information Team and, if established the CPLRF Warning and Informing Group. Participate in the post incident recovery response.

- Record all instructions received, actions taken and other incidents that may ultimately assist Cambridgeshire County Council to assess the effectiveness of the response and provide evidence to any subsequent inquiry.

Multi-Agency Strategic Officer

The strategic officer is the identified lead representing each organisation involved in the incident response.

Strategic Officers should jointly agree the response strategy with representatives from relevant responder agencies at the SCG.

The suggested initial actions for a strategic officer are shown below and take into consideration learning from the Joint Emergency Services Interoperability Programme**.**

Responsibilities

- Sets, reviews and updates the strategy, based on available intelligence and the threat and risk

- ensures the strategy is communicated to all relevant officers and organisations

- attends and/or chairs a strategic Coordination group, if established, or considers the need to request that an SCG is set up

- considers, whether to appoint a separate strategic officer

  (recording their decision and rationale)

- consults partner agencies and community groups when determining the strategy

- supports decision-making at the tactical level only where appropriate or requested

- considers setting parameters within which the tactical operation will work

- becomes involved in briefings where appropriate

- remains available to other agency strategic or tactical tiers of command, to ensure appropriate communication mechanisms exist at all levels

- ensure, where appropriate, command protocols are set, agreed and understood by all relevant parties

- secures strategic resources in order to resolve the incident

- ensures that there are clear lines of communication between Category 1 and 2 responders and all appropriate agencies

- reviews and ensures the resilience and effectiveness of the command team, identifies the requirements for assistance from the wider resilience community and manages them accordingly

- plans beyond the immediate response phase for recovering from the emergency and returning to normality (considers the appointment of a recovery group lead at an early stage)

- has overall responsibility within the command structure for health and safety, diversity, equality and human rights compliance and for ensuring that relevant impact assessments are completed

- identifies the level of support needed to resolve the incident or operation and resource the police response

- has responsibility for the development of communication and media strategies

- manages a post-incident hot debrief, and later a structured debrief

- use organisational learning to develop an action plan with clear ownership for delivery.

Multi-Agency Tactical Officer

First responders are responsible for tactics in the initial stages of an incident. Once the scale and nature of the incident is known, responders appoint officers to act as Tactical Officers for their organisation.

If possible, tactical officers should be located at a mutually agreed location where they can maintain effective joint command of the operation. In some circumstances, a visit to the scene may be required.

The tactical officer is likely to be in place before the strategic officer and likely to be the first senior officer taking command of the incident. The tactical commander needs to set priorities before the strategic officer has set a strategy.

- The initial tactical officer may use the following prompts as considerations in understanding their role:

- What – what are the aims and objectives to be achieved?

- Who – who by, what resources are available?

- When – timescales, deadlines and milestones for delivering tasks

- Where – what locations?

- Why – what is the rationale within the overall aims and objectives set by the strategic commander (if in place)?

- How – how are these tasks going to be achieved, what barriers to achieving them may be encountered?

Responsibilities

The suggested initial actions and responsibilities for a Tactical Officer are shown below and take into consideration learning from JESIP.

The overarching aim of the Tactical Officer is to ensure rapid and effective actions are implemented that save lives, minimise harm and mitigate the incident. The JESIP JDM model should be used as the standing agenda for Tactical Coordination Group meetings. To achieve the overarching aim, officers must:

- Be aware of and understand the multi-agency command structure, officer roles, responsibilities, requirements and capabilities (including gaps) and monitor the operational command structure including functioning roles, maintaining regular communications with those officers.

- Determine whether the situation merits the activation of the strategic level of coordination and recommend accordingly.

- Establish a common view of the situation between the responder agencies. Initiate (if appropriate) and identify the chair of a multi-Agency TCG at the earliest opportunity, and then at regular intervals, ensure shared situational awareness.

- Construct and agree the overall joint intent, objectives and concept of operations within the joint plan.

- At regular intervals assess and disseminate, through the appropriate communication links, the available information and intelligence to properly evaluate threats, hazards, vulnerabilities, and own actions, in order to establish and maintain multi-agency shared situational awareness and promote effective decision-making.

- Working through appropriate channels, provide accurate and timely information to notify and protect communities. Consider the establishment of a media cell.

- Understand how continually changing threats and hazards affect each organisation. Work with multi-agency colleagues to conduct joint dynamic risk assessments, putting in place appropriate mitigation and management arrangements to continually monitor and respond to the changing nature of the emergency.

- Ensure statutory responsibilities are met and doctrine considered in relation to health, safety, human rights, data protection and welfare of individuals during the response.

- Share and coordinate operational plans to ensure multi-agency compatibility and understanding of the initial tactical priorities and ongoing tactics.

- Identify and agree a common multi-agency forward control point for all operational officers and remain suitably located in order to maintain effective tactical command of the incident and maintain shared situational awareness.

- Manage and coordinate multi-agency resources and activities, providing a joined-up and directed response.

- Ensure that all tactical decisions made, and the rationale behind them, are documented in a decision log, to ensure that a clear audit trail exists for all multi-agency debriefs and future multi-agency learning. Ensure that those decisions are communicated effectively to appropriate officers or organisations.

- Assist with or make available debriefing facilities (supporting the operational and debriefing them).

As the response to the emergency develops, the initial Tactical Officer may be replaced by another officer more senior in the organisation and one with appropriate training, skills and abilities to perform that role efficiently and effectively.

ACTION CARDS FOR SPECIFIC ROLES

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ACTION CARD: A
(The actions below are neither exhaustive nor prescriptive and should be augmented to meet the needs of the situation).

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<tr><td>

CCC Strategic Officer at the Multi-Agency Strategic Coordination Group (SCG)

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To gather and retain a strategic overview of the response to an incident, and to provide direction to the Multi-Agency Tactical Coordination Group and briefings to the Cambridgeshire County Council Corporate Leadership Team and Internal Tactical Coordination Group.

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<tr><td>

KEY RESPONSIBILITIES AND ACTIONS

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- Dial into the SCG meeting using the Microsoft Teams link emailed to you by a member of the Emergency Management Team. If the SCG is being held in person, then make your way safely to Cambridgeshire Police/ Fire Service Headquarters in Huntingdon. Limited Parking is available on site. On arrival, you should proceed to the designated meeting room as directed.

- Ensure you have your Cambridgeshire County Council ID card with you as proof of identity. (You will not be admitted to Police / Fire Headquarters without this)

- Keep an incident log and ensure that the details of any actions and decisions made in relation to the response are recorded appropriately.

- Identify and liaise with an appropriate Deputy to hand over the role of Strategic Officer to if the incident becomes prolonged and you become unavailable.

- Ensure that you are aware of the time and location of all subsequent briefings

On request to the Emergency Planning Manager, an Emergency Planning Advisor may accompany the CCC 'Strategic Officer' to the Multi-Agency SCG meetings (online or in person), to act as 'Tactical Advisor. This is also dependent on staff availability.

At any Multi Agency Strategic Coordination Group the CCC Strategic Officer will, in coordination with other responder agencies 'strategic officers', be required to:

- Apply the Joint Emergency Service Interoperability Principles and the Joint Decision Model as a means to constantly make reference to joint objectives, and particularly working together, saving lives and reducing harm.

- Provide input in determining and promulgating a clear Multi Agency strategic aim and objectives for the incident, and review them regularly

- Take overall responsibility for the multi-agency management of the emergency and to establish the policy and strategic framework within which lower tier command and Coordination groups will work.

- Develop a strategy for providing warnings, advice and information to the public and dealing with the media.

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- Direct planning and operations beyond the immediate response in order to facilitate the recovery process.

- Make executive decisions in respect of resources and finance

- Priorities the requirements of the Tactical Tier and make executive decisions in respect of the allocation of personnel and resources accordingly

- Report all relevant information back to the CCC Corporate Leadership Team / Internal Tactical Coordination Group 'lead' Tactical Officer in order that they are kept informed and updated and are able to respond accordingly and be able to continuously brief councilors and council staff.

- Obtain feedback / input from CCC Corporate Leadership Team / 'lead' Tactical Officer of the CCC Internal Tactical Coordination Group on aspects / impacts on CCC services due to the strategic strategy

- At the Multi Agency Strategic Coordination Group meetings, seek tactical advice and details of any emergency plans, from the CCC Emergency Management Team member (if present).

Section Five – Action Cards

ACTION CARD: B
**(The actions below are neither exhaustive nor prescriptive
and should be amended to meet the needs of the situation).**

CCC Tactical Officer at the Multi-Agency Tactical Coordination Group (TCG)

The Tactical Officer will ensure that the strategy set by the Strategic Coordination Group is followed, and that all actions are recorded and completed within the agreed time scales.

KEY RESPONSIBILITIES AND ACTIONS

- Dial into the TCG meeting using the Microsoft Teams link provided by the Fire Service control room. If the TCG is being held in person, then make your way safely to Cambridgeshire Police/ Fire Service Headquarters in Huntingdon. Limited Parking is available on site. On arrival, you should proceed to the designated meeting room as directed.

- Ensure you have your Cambridgeshire County Council ID card with you as proof of identity. (You will not be admitted to Police / Fire Headquarters without this)

- Keep an incident log and ensure that the details of any actions and decisions made in relation to the response are recorded appropriately.

- Identify an appropriate Deputy to hand over the role of Tactical Officer to if the incident becomes prolonged and you become unavailable.

- Ensure that you are aware of the time and location of all subsequent briefings.

On request to the Emergency Planning Manager, an Emergency Planning Advisor will accompany the CCC 'Multi Agency TCG Representative' to the meetings, to act as 'Tactical Advisor

At any Multi Agency Tactical Coordination Group, the CCC Tactical Officer will, <u>in coordination with other responder agencies</u> 'tactical officers' be required to:

- Apply the Joint Emergency Service Interoperability Principles and the Joint Decision Model as a means to constantly make reference to joint objectives and particularly working together, saving lives and reducing harm

- Obtain an understanding of the incident and ensure that the Tactical Coordination Group receive regular updates from Operational Officers (the scene) and their incident / emergency incident rooms.

- Work alongside other organisations (e.g. the emergency services, provider organisations) when responding to incident.

- Brief the CCC Strategic Officer on the actions the Tactical Coordination Group are undertaking, ensuring they are fully aware of situation as it develops.

- Deliver the aims and objectives of the response set out in the Strategic Strategy.

- Establish a tactical and operational framework for the command and control of the multi-agency response to the incident.

KEY RESPONSIBILITIES AND ACTIONS

- Determine any issues relating to the location of the incident surrounding area
- Establish specific tactics aimed at achieving the aims and objectives of the response taking into account any likely constraints / barriers
- Setting timescales, deadlines and milestones in relating to tasking's
- Determine priorities when allocating available resources
- Plan and coordinate how and when tasks will be undertaken.
- Assess significant risks and use this information to inform the tasking of operational staff
- Ensure the Health & Safety of the public and response personnel.
- Liaise on a regular basis with the CCC – Strategic Coordination Officer at the Multi Agency Strategic Coordination Group
- Liaise on a regular basis with the CCC Internal Tactical Coordination Group 'lead' Tactical Officer
- Liaise with CCC Operational Officers at or near the scene of the incident, or with individual service areas to ensure that the latest information is available.
- Obtain additional resources if required.
- Brief the CCC Strategic Coordination Group representative prior to any of their meetings with the most recent information.
- Jointly deliver the overall strategies set by the Multi-Agency Strategic Coordination Group for the incident and ensure that operational commanders have the means, direction and co-ordination required to deliver successful outcomes.
- Commit County Council resources as appropriate.
- Determine priorities for allocating available resources.
- Plan and coordinate how and when tasks will be undertaken.
- Obtain additional resources if required.
- Assess significant risks and use this to inform tasking of operational officers.
- Ensure the health and safety of the public and personnel.
- Participate in calls with the CCC 'lead' Tactical Officer of the CCC Internal Tactical Coordination Group as necessary to report all relevant information in order that the group are kept informed and updated on the progress of the incident and are able to respond accordingly.
- Obtain feedback / input from the CCC Internal Tactical Coordination Group on aspects / impacts on services due to the strategic strategy.
- At the Multi Agency Strategic Coordination Group meetings, seek tactical advice and details of any emergency plans, from the CCC Emergency Management Team member (if present).

ACTION CARD: C
**(The actions below are neither exhaustive nor prescriptive
and should be amended to meet the needs of the situation).**

CCC Director at the CCC Internal Tactical Coordination Group (ITCG)

Consideration should be given to forming the CCC Internal Tactical Coordination Group, when the CCC Emergency Management plan is either placed on 'STANDBY' or is 'ACTIVATED'. It will bring together representatives from all key areas of the council to advise and direct the response from their service areas.

A (Service/Assistant) Director / Head of Service appointed by the CLT 'On-Call' officer, or in their absence the Executive Director of Strategy & Partnerships, will chair the group and ensure that the Internal Tactical Coordination Group meets regularly and that there is appropriate representation.

KEY RESPONSIBILITIES AND ACTIONS

- Identify an appropriate location for the CCC Internal Tactical Coordination Group – Online using MS Teams or 'in person' in a CCC building.

- Identify an appropriate Deputy to hand over the role of chair if the incident becomes prolonged, or you become unavailable.

- Chair regular meetings of the County Council Internal Tactical Coordination Group

- Arrange for a pa/secretary for the group and for that person to be responsible for maintaining accurate records of the CCC Internal Tactical Coordination Group meetings.

- Keep an incident log and ensure that the details of any actions and decisions made as the group chair are recorded appropriately.

- Liaise at regular intervals and provide support to the CCC Strategic Coordination Group / Tactical Coordination Group officer at the Multi Agency Strategic Coordination Group / Tactical Coordination Group

- Ensure information and intelligence is gathered in relation to the incident for the information of the CCC Strategic Coordination Group / Tactical Coordination Group officer at the Multi Agency Strategic Coordination Group / Tactical Coordination Group

- Liaise at regular intervals with the District Council(s) and other partners affected by the incident and where necessary with other District Councils offering or providing support and aid to affected areas.

- Ensure that any information / decisions made at Strategic / Tactical level are passed down to the County Council Emergency Incident Room staff and acted upon as appropriate.

- Report back to the CCC Strategic Coordination Group / Tactical Coordination Group officer at the Multi Agency Strategic Coordination Group / Tactical Coordination Group with the outcome of any actions taken.

- Coordinate operational response and In conjunction with service representatives within the CCC Internal Tactical Coordination Group consider the resourcing implications for service areas and Cambridgeshire County Council as a whole

- Ensure the Communications Team are liaising with the Multi Agency Strategic Coordination Group Media Cell

- Advise the Communications Team on any briefing to Councillors

- Ensure that arrangements are in place for the public warning and informing information to be provided to the Communications Team, who in turn will update the CCC Website and other appropriate mediums and the CCC Customer Service Centre. The CCC Communications Team will release this information in line with the CPLRF Warning and Informing Communications Plan.

ACTION CARD: D
(The actions below are neither exhaustive nor prescriptive and should be amended to meet the needs of the situation).
CCC Emergency Management Team - Duty Officer
KEY RESPONSIBILITIES AND ACTIONS

- In line with established protocol respond to the pager alert activated by Cambridgeshire Constabulary / Cambridgeshire Fire & Rescue Service, or mobile phone call, as soon as it is safe to do so.

- Make contact with the Police / Fire Service requesting a M/ETHANE report in order to be briefed as to the nature of the incident, in order to be able to make an assessment of the situation and decide on the appropriate course of action, including whether any County Council Services:

    - maybe / are affected by the incident, i.e. schools, care facilities, libraries, roads etc., or
    - are required to provide support to the emergency services or public

- Where necessary request the appropriate County Council service to respond by contacting the agreed personnel. (These arrangements are in addition to pre-existing arrangements between the County Council and Police Service i.e. signing of diversions by CCC Highways or their 'agents').

- Contact the relevant District Council 'Emergency' contact and ascertain the requirement of any County Council support or services to the incident

- After these initial actions have been completed, where necessary, brief either the Executive Director of Strategy & Partnerships, or the CLT 'On-Call' officer:

    - as to the nature of the incident, which has either affected, or has the potential to detrimentally affect the County Council, or the community,
    - the actions taken and any provision of County Council services in support of the Emergency Services or partners.
    - if the CCC Emergency Management Plan should be placed on 'Standby' or 'Fully Activated'.
    - if the CCC Emergency Incident Room (Online or 'In person') should be put on standby in preparation for any potential escalation of the emergency, with relevant staffing, including a 'Lead' Tactical Officer
    - Consider the need to activate any additional CCC or Multi-Agency Emergency plans, including the CCC Corporate Business Continuity Plan.

- Notify staff at the Customer Service Centre of the incident and if the CCC Emergency Management plan has been placed on standby or fully activated, explaining that updates will be forthcoming from the Communications Team.

- Ensure the Communications Team are briefed and request a communications strategy to be put in place to provide initial and ongoing information for the benefit of CLT, CCC Directors and Heads of Service. the staff at the Customer Service Centre (management of public calls), CCC staff and Elected Members.

- Identify the potential for the incident escalate being mindful of the effect of the incident on the local communities.

- In the event of the forming of a Multi-Agency TCG and / or SCG, liaise with the Chief Executive / CLT 'On-Call' officer / Executive Director of Strategy & Partnerships for a representative(s) to act as the Strategic and / or Tactical Officer for the County Council.

- Brief the CCC Strategic / Tactical Officer attending any Multi-Agency groups on the latest situation

- Act as a Tactical Advisor to the Strategic / Tactical officer at any Multi Agency group, and to the 'lead' Tactical Officer of the CCC Internal Tactical Coordination Group, where resources allow.

- Ensure post event that a 'stand down' message is communicated to all relevant County Council staff and any external partner organisations by the Communications Team.

- Once the incident has been formally 'stood down' ensure copies of all incident logs are sent and retained by the Emergency Management Team.

- The Emergency Planning Manager is to 'lead' on any 'internal' debriefing process, or to arrange scrutiny from an independent partner or agency.

ACTION CARD: E
*(The actions below are neither exhaustive nor prescriptive
and should be amended to meet the needs of the situation).*

CCC Elected Members

KEY RESPONSIBILITIES AND ACTIONS

The Leader of the Council will identify the Council Members required to oversee the response to, or recovery from a major / critical incident.

- Agree strategy with the Chief Executive

- Advise on implications in individual member areas

- Communicate internally with the public and where necessary with central government on strategy and response

- Provide reassurance to the wider community on business continuity and addressing the impact of the incident

- Liaise with peers in District Councils and / or neighbouring local authorities

- Take part in Media interviews (after consultation and briefing with the Head of Communications)

- Address any political issues arising

- Receive briefings from the Chief Executive / Head of Communications.

- Support constituents by acting as a conduit for information – disseminating and responding to any local enquiries regarding the incident.

- Visit rest centres, community facilities where people may be evacuated in their area.

- Liaising with voluntary organisations

- Identifying residents known to them who may need special help and address the needs of constituents.

Action Card F: Emergency Management Plan Standby Checklist	
(The actions outlined within this document are intended to be used as a guide only and are not exhaustive).	

SUMMARY	On notification of an incident that is believed to have the potential to threaten, life, property, the environment, or council services, the following actions should be followed by the Emergency Management Team Duty Officer.
RESPONSIBLE PERSON	Emergency Management Team Duty Officer

ACTION	COMPLETED
• Confirm the details of the incident with the caller and complete the incident notification form.	
• Seek further information relating to the incident from appropriate source e.g. Police Control, Fire Control or the Environment Agency Incident Control Room.	
• If the incident poses a <u>potential threat</u> to life, property, or the environment, or may detrimentally affect the council services, and cannot be resolved within normal working arrangements, consult the CLT 'On-Call' officer, or in their absence the Executive Director of Strategy & Partnerships to ascertain if the CCC Emergency Management Plan is to be placed on 'standby' in preparation for any potential escalation of the situation.	
If the decision is taken to place the CCC Emergency Management plan an 'Standby' the following actions need to be considered:	
• Request the Communications Team to notify CLT members / CCC Directors and Heads of Service informing them that the CCC Emergency Management Plan has been placed on 'standby'.	
• If requested to do so by the CLT 'On-Call' officer, call an Internal Tactical Coordination Group that should include as a minimum, the Director / Head of Service of the affected service, subject specialists, a representative from the Communications Team and the Emergency Management Team.	
• Request the CLT 'On-Call' officer, or in their absence the Executive Director of Strategy & Partnerships, to identify a Director / Head of Service to be the CCC Internal Tactical Coordination Group, 'lead' Tactical Officer, (appropriate to the incident). A Deputy should also be identified.	
• Provide the Head of Communications with the latest information on the incident to allow all CLT Directors and Heads of Service and the Leader of the Council to be briefed on the developing / continuing situation regarding the incident.	
• Consider placing the CCC Emergency Incident Room on 'standby' in preparation for any potential escalation of the emergency.	

ACTION	COMPLETED
• Consider placing on standby any other resources deemed necessary for the response to the incident. • Consider placing on standby any other appropriate business continuity/ emergency response plans. Brief staff involved to ensure they log their actions and decisions in line with the guidance on writing incident logs.	

Section Five – Action Cards

Action Card G: Emergency Management Plan Activation Checklist (The actions outlined within this document are intended to be used as a guide only and are not exhaustive).		
SUMMARY	On notification of an incident which is believed to pose an imminent threat to, life, property, the environment, or council services, the following actions should be followed by the Emergency Management Team Duty Officer.	
RESPONSIBLE PERSON	Emergency Management Team Duty Officer	
ACTION		**COMPLETED**
• Confirm the details of the incident with the caller and complete the incident notification form. • Seek further information relating to the incident from appropriate source e.g. Police Control, Fire Control or the EA Incident Control Room. • If the incident poses an <u>imminent threat</u> to life, property, the environment, or detrimentally affects council services and requires CCC to respond in a way that cannot be provided within normal day-to-day arrangements, consult the CLT 'On-Call' officer, or in their absence the Executive Director of Strategy & Partnerships, to ascertain if the CCC Emergency Management Plan is to be fully activated. If the decision is taken to fully activate the CCC Emergency Management plan the following actions need to be considered: • Request Communications Team to notify CLT members / CCC Directors and Heads of Service informing them that the CCC Emergency Management Plan has been activated. • Request the CLT 'On-Call' officer, or in their absence the Executive Director of Strategy & Partnerships, to identify a (Service/Assistant) Director / Head of Service to be the CCC Internal Tactical Coordination Group 'lead' Tactical Officer, a Deputy should also be identified], who will coordinate all activities at the Tactical level and where necessary form any subgroups that may be tasked with focusing on certain elements of the response. • If requested to do so, by the CLT 'On-Call' officer call together an Internal Tactical Coordination Group. The exact makeup of the group will be dependent on the incident however there is an expectation that when requested, (Service/Assistant) Directors, Heads of Service will send appropriate representation to each meeting and commit to undertake all necessary actions raised at those meetings. • Assist in the convening of the CCC Internal Tactical Coordination Group as soon as possible, to ensure shared situation awareness throughout the council and to identify membership and initial requirements.		

- Liaise with the CLT 'On-Call' officer, or in their absence the Executive Director of Strategy & Partnerships, to discuss the forming of the Corporate Leadership Team to provide strategic direction to the CCC Strategic / Tactical Officer attending any Multi-Agency SCG / TCG and the CCC Internal Tactical Coordination Group – 'lead' Tactical Officer.

- Priorities the council resources to support the aims and objectives of the response.

- The identification of a Strategic / Tactical Officer and a Deputy Strategic / Tactical Officer, to attend any Multi-Agency TCG / SCG.

- Give tactical advice and guidance and if there is a need to activate any other emergency response plans and / or business continuity plans.

- Liaise with the Head of Communications to ensure that regular situation updates are being sent to all CLT / CCC Directors, Heads of Service and Elected Members on the developing / continuing situation.

- Liaise with the Head of Communications to request an increased level of communication with council staff via normal internal communication routes.

Notify all persons involved in the response to the emergency to log their actions and decisions in line with the guidance on writing incident logs.

OFFICIAL - Public Version

![Cambridgeshire County Council logo]

INCIDENT NOTIFICATION FORM

Use BLOCK CAPITALS and black ink

YOUR DETAILS:	
Name:	
Date:	
Time:	

CALLERS DETAILS:	
Name:	Contact Number:
Organisation:	Callers Location:

INCIDENT DETAILS:

M	**Major incident declared?**	
E	**Exact location**	
T	**Type of incident**	
H	**Hazards**	
A	**Access to Scene**	
N	**Number of casualties**	
E	**Emergency Services present**	

ADDITIONAL INFORMATION	NO	YES	DETAILS
Have any emergency plans been activated?			
What council services have been impacted?			
Additional information			

ADDITIONAL CONTACTS		
Name:	Organisation:	Contact Number:
Name:	Organisation:	Contact Number:

NOTIFICATION PASSED TO:	
Name:	Time:
Position:	Method:

OFFICIAL - Public Version

![Cambridgeshire County Council]

INCIDENT LOG SHEET

Use BLOCK CAPITALS and black ink

YOUR DETAILS:	
Name:	
Date:	
Time:	

Serial No	Date	Time	Event	Action

IMPORTANT: START YOUR INCIDENT LOG NOW

![Cambridgeshire County Council logo]

CCC Corporate Leadership Team Initial Meeting Agenda

MEETING DETAILS	
Date	
Time	
Location	MS Teams or Physical location

	AGENDA ITEM	LEAD
1.	Introductions (by exception and only where deemed necessary).	Chair
2.	Declaration of items for urgent attention.	Chair
3.	Confirmation of decisions on urgent items.	Chair
	Adjourn as necessary to action urgent issues	
4.	Situation briefing (including any clarifications or recent updates from CCC representative at Multi Agency SCG / TCG or CCC Internal Tactical Coordination Group / working groups / cells / other agencies)	Chair
5.	Review and agree of strategy and priorities.	Chair
6.	Review outstanding actions and their effect	Chair
7.	Determine new strategic actions required	Chair
8.	Allocate responsibility for agreed actions	Chair
9.	Confirm date and time of next meeting and required attendees (alongside an established meeting battle rhythm).	Chair
10.	Post Meeting: Distribute record of decisions, ensure decision log is updated and complete	Sec/Chair

Cambridgeshire County Council

CCC Internal Tactical COORDINATION GROUP INITIAL MEETING AGENDA

MEETING DETAILS	
Date	
Time	
Location	MS Teams or Physical location

Introduction of attendees – name and organisation

	AGENDA ITEM	LEAD
1.	Tactical Officer introduction	Chair
2.	Introduction of attendees – roles and responsibilities	Chair
3.	Decisions on issues for urgent attention	Chair
4.	**Break Out as required for urgent actions**	Chair
5.	Update on Tactical situation	All
6.	Updates from CLT / CCC TCG or SCG representatives at any Multi-Agency TCG / SCG	Chair
7.	Identify any immediate actions to be considered or undertaken and by whom	Chair
8.	Identify and agree any specialist cells that need to be established, e.g., logistics or finance	Chair
9.	Review membership of CCC ITCG – are there any services / contractors that need to be included in the next meeting?	All
10.	In the event of no CLT sitting, consider setting the strategy	Chair
11.	Set the tactical aims and objectives	Chair
12.	Discuss and agree on tactical decisions / media issues / public information	All
13.	Time / date of next meeting.	Chair

CAMBRIDGESHIRE AND PETERBOROUGH LOCAL RESILIENCE FORUM/ CAMBRIDGESHIRE COUNTY COUNCIL EMERGENCY PLANS

Plan Name	Lead Agency
Communications Systems Plan	Cambridgeshire Fire & Rescue Service
CPLRF Peterborough City Centre Evacuating and Mitigation Plan	Cambridgeshire Police
CPLRF Cambridge City Centre Evacuating and Mitigation Plan	Cambridgeshire Police
Management of Excess Deaths Plan	Cambridgeshire County Council
Major Route Disruption (Gridlock Plan)	Cambridgeshire Police
NHS Response to a Chemical, Biological, Radiological or Nuclear, (CBRN) Incident	UK Health Security Agency
Fuel Shortage Plan	Cambridgeshire Police
Mass Casualty Plan	NHS England
Mass Fatality Plan	Cambridgeshire County Council
Emergency Mortuary Provision Plan	Cambridgeshire County Council
Pandemic Influenza Linking Document	Cambridgeshire County & Peterborough City Council Public Health
Scientific and Technical Advice Cell, (STAC), Activation Plan for Norfolk, Suffolk, Cambridgeshire and Essex	UK Health Security Agency
NHS England East of England Team Incident Response Plan	NHS England
Imperial War Museum Duxford Crash Plan	Cambridgeshire Police
Strategic Holding Areas	Cambridgeshire Fire & Rescue Service
Warning and Informing Communications Plan (including the Radiation Emergency Preparedness and Public Information Regulation plan)	Cambridgeshire Fire & Rescue Service
Vulnerable People Protocol	Cambridgeshire County Council – Public Health
Cambridge International Airport	Cambridge International Airport Fire Service
Cold Weather Plan	NHS England
LRF - Command and Control Plan	LRF Development & Support Coordinator
Heatwave Plan	NHS England
River (Fluvial) Flood Plan	Cambridgeshire County Council

Agrii Intelligence COMAH (Control of Major Accident Hazards) 'External' Emergency Plan	Cambridgeshire County Council
Community Recovery Plan	Cambridgeshire County Council
H W Coates COMAH 'External' Emergency Plan	Cambridgeshire County Council
Huntsman Advanced Materials (UK) Ltd COMAH 'External' Emergency Plan	Cambridgeshire County Council
Major Accident Hazard Pipeline Plan	Cambridgeshire County Council
Norfolk, Suffolk, and CAMBRIDGESHIRE Joint Communicable Disease Incident/ Outbreak Management Plan	UK Health Security Agency
Multi – Agency Flood Plan (Tidal River Nene)	Cambridgeshire County Council
Severe Weather Plan	East Cambridgeshire District Council
Lorry Drops Trigger Plan	Cambridgeshire Police
Cambridgeshire Notifiable Animal Disease Contingency Plan	Cambridgeshire County Council – Trading Standards
Mass Alternative Supplies Water Distribution Plan	Anglian Water
Reservoir Emergencies Generic "Off-Site" Plan	Cambridgeshire County Council
SPICE Plan – Supporting People in Emergencies Plan	Cambridge City Council/ South Cambridgeshire District Council

JOINT EMERGENCY SERVICES INTEROPERABILITY PRINCIPLES

Responses to incidents have in the past been criticised in public inquiries due to the lack of interoperability between the Emergency Responders. Recent examples include the Manchester Arena Terrorist Attack and Grenfell Tower Fire in 2017.

The Joint Emergency Service Interoperability Principles (JESIP) provides agreed joint working practices to improve the way that responders work together when responding to major and complex incidents.

JESIP provides practical guidance to help improve multi-agency response. The Joint Doctrine sets out a standard approach to multi-agency working.

Emergency Responders should make sure that the Officer / Commander from their agency, applies the JESIP Joint Decision Model (JDM) as a means to constantly make reference to joint objectives and particularly to working together, saving lives, reducing harm.

JESIP Principles of Joint Working – The Five Principles

CO-LOCATE

Co-locate with commanders / officers as soon as practicably possible at a single,

safe and easily identified location near to the scene

COMMUNICATE

Communicate clearly using plain English

CO-ORDINATE

Co-ordinate by agreeing the lead service. Identify priorities, resources and capabilities for an effective response, including the timing of further meetings.

JOINTLY UNDERSTAND RISK

Jointly understand risk by sharing information about the likelihood

and potential impact of threats and hazards to agree potential control measures

SHARED SITUATION AWARENESS

Shared Situation Awareness established by using M/ETHANE pneumonic

and the Joint Decision Model

The JDM has six key elements. Each of the following components provide the user with an area for focus and consideration:

Joint Decision Model

The **Joint Decision Model** (JDM) will help commanders bring together available information, reconcile objectives and then make effective decisions together.

It is organised around three primary considerations:

Situation
What is happening?
What are the impacts?
What are the risks?
What might happen and what is being done about it?

Direction
What end state is desired?
What are the aims and objectives of the emergency response?
What overarching values and priorities will inform and guide this?

Action
What needs to be decided and needs to be done to resolve the situation and achieve the desired end state?

contact@jesip.org.uk

www.jesip.org.uk

@jesip999

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Overarching or Primary Aim

Working together
Saving Lives, Reducing Harm

- To save lives and reduce harm
- Achieved through coordinated multi-agency response.
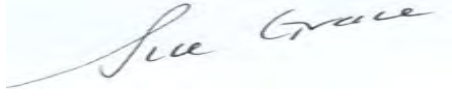
List of Acronyms

BCM	Business Continuity Management
BCP	Business Continuity Plan
BIA	Business Impact Analysis
CBRNe	Chemical, Biological, Radiological, Nuclear, Explosive
CCA	Civil Contingencies Act 2004
CCC	Cambridgeshire County Council
CCS	Civil Contingencies Secretariat
CCITG	County Council Internal Tactical Coordination Group
CHEMET	Chemical Meteorology
CNI	Critical National Infrastructure
COBR	Cabinet Office Briefing Rooms
CPLRF	Cambridgeshire and Peterborough Local Resilience Forum
CRIP	Common Recognised Information Picture
CRR	Community Risk Register
CTSA	Counter Terrorism Security Advisor
DAS	Disaster Appeal Scheme
RED	Resilience and Emergencies Division (Part of DLUHC)
DPH	Director of Public Health
EA	Environment Agency
EMARC	Environment Monitoring and Response Centre
EMP	Emergency Management Plan
EP	Emergency Planning
EUSF	European Union Solidarity Fund
GIS	Geographical Information System
GLO	Government Liaison Officer
NH	National Highways
HR	Human Resources
IEM	Integrated Emergency Management
ITCG	Internal Tactical Coordination Group
JDM	Joint Decision Model
JESIP	Joint Emergency Service Interoperability Principles
LGD	Lead Government Department
LGSS	Local Government Shared Service
LRF	Local Resilience Forum
MACA	Military Aid to the Civil Authority
MAIC	Multi-Agency Intelligence Cell
Met Office	Meteorological Office
DLUHC	Department for Levelling Up, Housing & Communities
NHS	National Health Service
NSWWS	National Severe Weather Warning Service
P&S	Place and Sustainability Directorate
UKHSA	UK Health Security Agency
PPE	Personal Protective Equipment
RD	Resilience Direct
REPPIR	Radiation Emergency Preparedness and Public Information Regulations
RLO	Regional Liaison Officer
SCG	Strategic Coordination Group
SITREP	Situation Report
CLT	Corporate Leadership Team
SPOC	Single Point of Contact
STAC	Scientific Technical Advice Cell
TCG	Tactical Coordination Group
UK	United Kingdom

Document Control

Title	Cambridgeshire County Council Emergency Management Plan 2023 – 2024 v3.0
Synopsis	This plan sets out the process by which Cambridgeshire County Council will respond to and manage an event, which either has the potential, or threatens council services, life, property or the environment and requires Cambridgeshire County Council to respond in a way that cannot be provided within normal day-to-day arrangements. It will also be placed on standby or be activated when responding to and managing a Major Emergency or Critical Incident in support of the Emergency Services.
Purpose	To define a generic emergency response framework for Cambridgeshire County Council to use during an emergency.
Status	**FINAL**
Date	June 2023
Document Sponsor	Executive Director, Strategy & Partnerships
Document Owner	Cambridgeshire County Council, Emergency Management Team
Author(S)	Daniel Bates Emergency Planning & Business Continuity Advisor Cambridgeshire County Council, Emergency Management Team

Change Control	Version ID	Date of Issue	Change Description	Author
	2.0	June - August 2017	Plan Rewrite	Rob Schiel
	2.1	September 2017	Amendments made after consultation phase	Rob Schiel
	2.2	October 2017	Draft Plan completed	Rob Schiel
	2.3	December 2017	Plan validated and signed off	Rob Schiel
	2.4	January 2018	Plan completed / Sign off	Rob Schiel
	2.5	February 2019	Plan Annual Review	Rob Schiel
	3.0	June 2023	Interim review of plan	Daniel Bates

Submitted	Approval / Sign Off	Date
Sue Grace Executive Director Strategy & Partnerships on behalf of CCC	*Sue Grace*	3/7/2023

Review Date	Version	Summary of Changes	Completed By
v1.0	January 2014	New Version	Rob Schiel
v1.1	January 2015	Amendments made to Emergency Centres and contact numbers	Rob Schiel
v2.0	June - August 2017	Plan rewrite	Rob Schiel
v2.1	August / September 2017	Amendments made after consultation phase	Rob Schiel
v2.2	December 2017	Amendments made following SMT / CLT Resilience Workshop event	Rob Schiel
v2.3	January 2018	Amendments made following Economy, Transport and Environment Directorate to Place and Economy Directorate	Rob Schiel
v2.5	February 2019	Amendments made to County risks and update from Council restructure	Rob Schiel
v3.0	June 2023	Interim Review of plan following staff & organisational changes within Cambridgeshire County Council & Cambridgeshire & Peterborough Local Resilience Forum.	Daniel Bates

Plan Maintenance

To ensure the integrity of this document, holders are requested to inform Cambridgeshire County Council, Emergency Management Team, in writing, of any amendments to the information relating to their Directorate / Service. All amendments should be addressed to:

Email: emergency.management@cambridgeshire.gov.uk

Cambridgeshire County Council
Cambridgeshire & Peterborough Joint Emergency Planning Team
New Shire Hall, Emery Crescent
Enterprise Campus
Alconbury Weald
Huntingdon
PE28 4YE