



# Major Emergency Plan

Unrestricted Version 2016/17



North Warwickshire  
Borough Council



## North Warwickshire Borough Council

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# Section 1: NWBC's Responsibilities & Action Sheets

## Introduction

The Civil Contingencies Act 2004 identifies NWBC as a Category 1 responder to a major emergency. It places a responsibility on the Council to:

- Co-operate with other Category 1 responders
- Share information with other Category 1 responders
- Carry out a risk assessment for NWBC and publish a Community Risk Register
- Have plans in place and be prepared to respond to a major emergency
- Prepare a business continuity plan for the Council and provide business continuity advice to local businesses and voluntary groups
- Provide information to the public and issue appropriate and timely warnings

The purpose of this plan is to set out clearly the management arrangements that would be put into place in response to a major emergency affecting the people or environment of North Warwickshire.

This section contains an overview of the roles and responsibilities of all NWBC Departments during an emergency. Throughout this document, the term 'Emergency Centre' specifically refers to North Warwickshire Borough Council's Emergency Centre.

**Please note – all appendices have been removed from the unrestricted document to protect confidentiality.**

## Emergency – First Notification

It is critical that the Chief Executive is informed of an emergency as quickly as possible. In the absence of the Chief Executive, the Deputy Chief Executive or another member of the Management Team should be contacted.

**Note: Contact Details for all officers are included in Appendix 1 and repeated within individual Action Plans in Section 1 of this plan (removed from public document).**

Generally, it would be the Coventry Solihull Warwickshire Resilience team who first informs NWBC of an Emergency. However, it is possible that NWBC are made aware of a local Emergency from another source e.g. a Borough officer or a member of the public. As previously, the Chief Executive should be informed immediately and if the CSWR have not been in contact with NWBC, the Chief Executive should make arrangements for the CSWR to be informed.

**Note: Contact Details for the CSWR are included in Appendix 3 of this plan (removed from public document).**

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

# Council Responsibilities

## Office of the Chief Executive

- Call out the Emergency Management Team as appropriate
- Activate and oversee the effective operation of the emergency centre, including the provision of all necessary equipment and any requirement for additional office space
- Coordinate the deployment of NWBC's resources
- Contact the Leader of the Council to agree arrangements for the notification and inclusion of elected members within the emergency arrangements
- Liaison with Strategic Coordinating Group
- Ensure employee welfare
- Provide an information service to the public and liaise with the media in accordance with the Joint Media Plan
- Maintain communications with the Coventry Solihull Warwickshire Resilience team and other outside responders
- Maintain a record of events and actions taken by the Council to respond to the emergency
- Legal advice to the Council

## Streetscape

- Liaison with Contractors and Utilities
- Street clearance and repairs
- Ensure appropriate repairs are made to the Borough Council's corporate property damaged by the emergency

## Regulatory

- Disinfections and disinfestations of affected properties
- Liaison with manufacturers and suppliers on the nature and extent of hazards and provision of technical advice
- Monitor hygiene in temporary accommodation
- Monitor purity of food and water supplies
- Liaison with Health & Safety Executive
- Liaison with Warwickshire PCT and West Midlands Public Health
- Joint inspection of affected premises
- Liaison with HM Coroner as required

## Leisure & Community Development

- Provision of leisure facilities as potential rest centres in support of the 'Rest Centre Plan for Warwickshire'

## **Development Control**

- Receiving & administering Notices of Demolition
- Structural surveys and inspection of damaged/dangerous buildings and administering notices to building owners. Ensure immediate works are carried out where appropriate
- Ensure affected premises are effectively secured
- Liaison with Contractors and Utilities

## **Housing**

- Liaison with the CSWR on numbers in rest centres requiring accommodation
- Re-house those made permanently homeless by the emergency where appropriate
- Arrange accommodation for those made temporarily homeless by the emergency where appropriate
- Liaison with removal contractors
- Liaison with Contractors and Utilities
- Ensure temporary repairs to properties are carried out and that premises are secure
- Joint inspection of affected premises
- Maintain Community Support (Borough Care) Communications
- Ensure messages regarding the emergency and received by Community Support (Borough Care) are forwarded to the Emergency Management Team for action

## **Finance & Human Resources**

- Staff welfare
- Insurance arrangements
- Arranging grants & loans (Section 138, Local Government Act, 1972)
- Recording all expenditure directly related to the emergency
- Monitoring the arrangements for the purchase, requisitioning and supply of goods

## **Community Services (Revenues & Benefits, Reception & Contact Centre)**

- Provide communication links with the public, emergency services, utilities, media, voluntary agencies etc.
- Ensure messages regarding the emergency and received by the Customer Contact Centre are forwarded to the Emergency Management Team for action

## **Information Services and Procurement**

- Maintaining network and computer facilities in support of the emergency response and recovery
- Maintaining telecommunications network
- Assist with the purchase of equipment/services as required
- Publication of information to the website/intranet
- Provision of appropriate plans and maps (inc. GIS)

## Section 2: Overview of Emergency Arrangements

### What is a Major Emergency

The Civil Contingencies Act 2004 states that an “emergency” means an event or situation, which threatens serious damage to —

- a. Human welfare in a place in the United Kingdom,
- b. The environment of a place in the United Kingdom, or
- c. War or terrorism which threatens serious damage to the security of the United Kingdom

Additionally, to constitute an emergency, an event or situation must also pose a considerable test for an organisation’s ability to perform its functions.

#### *Trigger*

- Activation of Tactical Coordinating Group and/or Strategic Coordinating Group;
- Consideration to informing Regional Government of occurrence and on obtaining regional or national resources to manage emergency.
- Activation of Response Co-ordinating Groups (multi-LRF) may occur
- Activation of COBR or Lead Government Department Co-ordination may occur

### Declaration of a Major Incident / Emergency

An event or situation requiring a response, under one or more of the Emergency Services’ Major Incident plans. This can be declared by a single Blue Light Service or jointly. This may not necessarily mean it is a major incident for all other services. However, each of the other agencies should be prepared to support the declaring agency.

#### *Trigger*

- Activation of TCG and/or SCG;
- Consideration to informing Regional Government of occurrence and on obtaining regional or national resources to manage emergency.

It will generally include some or all of the following features:

#### Large numbers of casualties

- Large numbers of people
- Large number of enquiries
- Large scale combined resources
- Large geographic area

Examples – continuous severe weather, animal health outbreak.



## Category 1 and Category 2 Responders

The Civil Contingencies Act 2004 identifies a number of organisations who have a duty to engage with Civil Protection arrangements at the local level. These organisations are identified as either Category 1 or Category 2 responders and their roles are defined within the act.

### Category 1 Responders

Local Authorities	Police Forces
British Transport Police	Fire & Rescue Authorities
Ambulance Services	NHS England
Health Protection Agency	Port Health Authorities
Environment Agency	Maritime & Coastguard Agency

### Category 2 Responders

Electricity Distributors & Transmitters	Gas Distributors
Water & Sewage Undertakers	Telephone Service Providers (Fixed & Mobile)
Railway Operators	Airport Operators
Ports	Highways Agency
Health & Safety Executive	Strategic Health Authorities

## How will NWBC be informed of an Emergency

The emergency services will usually contact the Coventry Solihull Warwickshire Resilience team if they are aware of an emergency or if they are aware of circumstances that may give rise to an emergency.

The CSWR may also be warned of a developing situation such as flooding by partners such as the Environment Agency.

In turn, the CSWR will contact the Chief Executive or, in his absence, another member of the Council's Management Team to both inform the Borough Council of the situation, and to agree how we will utilise our resources in responding to the emergency.

In the event that NWBC Borough are made aware of an Emergency from another source e.g. a Borough officer or a member of the public, the Chief Executive should be informed immediately and if the CSWR have not been in contact with NWBC, the Chief Executive should make arrangements for the CSWR to be informed.

The Chief Executive or person contacted will then inform other members of the Management Team, Assistant Directors and ask them to initiate the call out of relevant staff depending on the cause of the emergency and also to put other staff on standby.

The CSWR also routinely warns other partners such as neighbouring Districts/Boroughs, Parishes, NHS England etc of the incident to make sure they are aware of the situation and to advise them to initiate their emergency procedures.

Out of office hours the CSWR has a duty officer who is available 24hrs a day. This officer can initiate their response from their home if necessary.

## The “Lead Authority” role of Warwickshire County Council

In Warwickshire the local authority response to any major emergency will be a joint response between the County and the District or Borough Councils affected.

In a major emergency the County Council will take the strategic lead role but will work closely with the District/Borough Councils and adjoining County Councils, Regional/Central Government Departments and other major agencies such as the military.

## The role of NWBC

The Council's principal role in a major emergency is as follows:

- Maintain NWBC's services to the public as well as possible
- Provide assistance as appropriate in support of other Category 1 responders to deal with the emergency
- Arrange accommodation for those made temporarily homeless by the emergency
- Re-house those made permanently homeless by the emergency
- Provide information and advice to the public, including liaison with the local media, co-ordinated with the other Category 1 responders
- Liaison with the other Category 1 and 2 responders, usually through the EPU
- Provide assistance to neighbouring councils when requested, as resources will allow

## Who will call out NWBC Staff?

Having been informed of an emergency by the CSWR the Chief Executive or his nominated deputy will contact the NWBC's Management Team Assistant Directors, or suitable substitutes. The Chief Executive, Management Team Assistant Directors will decide the appropriate resources necessary to respond to the emergency and will activate the call out procedures identified in this plan.

# Where will NWBC's response be coordinated from?

**Section removed from public document.**

## The role of the Emergency Management Team

In any major emergency an Emergency Management Team (EMT) will be set up consisting of relevant senior officers under the control of the Chief Executive or his nominated deputy. This group must bring together senior representatives of all services involved to ensure a coordinated response and will normally comprise the Chief Executive and Assistant Directors. It is also important for individual services to be aware of the impact on others of any decisions they may make.

Should the incident require extensive Borough Council support or necessitate action over an extended period, the EMT will have to agree priorities as to the best use of local authority resources.

The EMT will function depending on the circumstances of the emergency. The group may sit on a permanent basis for the duration of the emergency or it may meet briefly to agree priorities and then agree to meet at regular stages throughout the incident. In both cases each member of the management team needs to be allocated clear responsibility at the outset for their area of emergency response. In some cases each senior manager will purely have responsibility for their area of work, i.e. their own department. However, there are also situations where there will be generic areas of response required which may involve the input of more than one department. In this case it may be more suitable for managers to be allocated a task-based area of response rather than merely their own department.

## Multi Agency Strategic Management

In addition to the County Council and NWBC initiating their emergency management procedures during a major emergency, other local authorities, central and regional government departments, hospitals, utility companies etc may all be involved. For the overall response to be truly effective a multi agency strategic level of management has to be established to avoid conflict of interests and to agree overall priorities.

This multi agency Strategic Co-ordinating Group will normally be established and chaired by Warwickshire Police although, due to the nature of major incidents, there may be occasions when it is more appropriate for other agencies to chair the group. The group will meet regularly to bring all parties together to agree priorities and to share information but it does not have to be a permanent group and membership may change as any incident progresses.

The key element is that representatives on this group are senior enough to be able to make high-level decisions on behalf of their organisation without referral to others.

The Chairing of the group may also be passed to another agency as emergencies progress (e.g. from the Police to the County Council to manage the recovery phase).

## **Escalation of Response**

Escalation to response to an incident is undertaken progressively through a nationally recognised process. The response process tends to be created from the bottom up (or inside out) and has three stages – Operational, Tactical and Strategic.

The Operational level will be activated first for the start of the incident where there has been no warning. Tactical and Strategic levels will be established if the incident escalates. In some incidents, the activation of the three levels will be concurrent.

### **Operational**

Operational is the immediate “hands-in” level of work, undertaken at the site(s) of the major incident / emergency or other affected areas. Operational is also known as Bronze.

Each agency is responsible for its own resources but liaise fully and continually with other agencies.

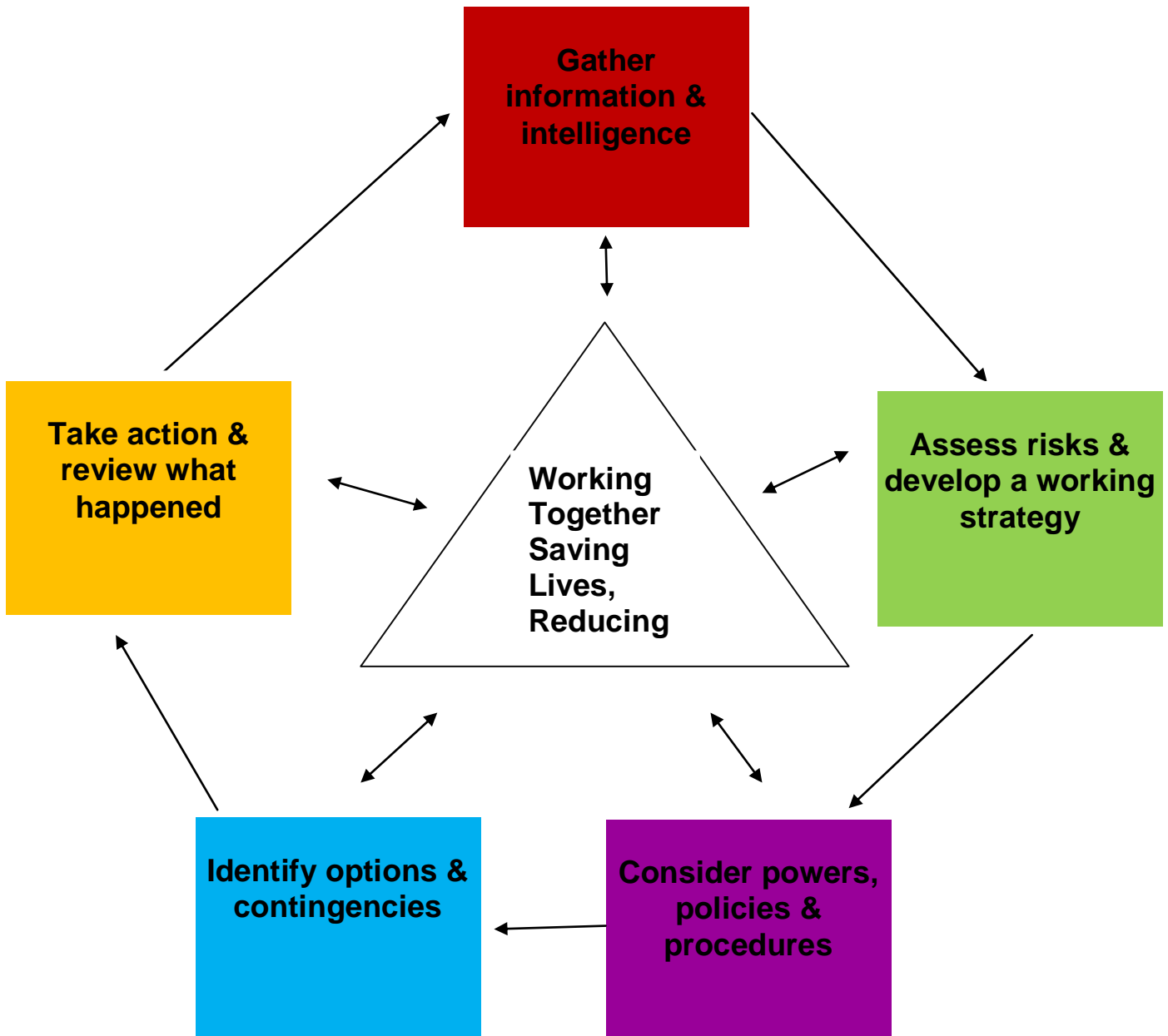
### **Tactical**

The Tactical level ensures that the actions taken by the operational level are co-ordinated, coherent and integrated in order to achieve maximum effectiveness and efficiency. It is the “hands-on” level. Joint decisions will be made at the scene to save lives and reduce harm, this is achieved using the Joint Decision Model, as seen below. A tactical level of management will commence at the scene of the incident between the Commanders of the Emergency Services at the scene. As the situation escalates or requires further partners to be involved in the response, a Tactical Co-ordinating group will be established further away from the scene.

### **Strategic**

The Strategic level considers the emergency in its wider context; determining longer-term wider impacts and risks with strategic implications and defining and communicating the overarching strategy for the response. It is the “hands-off” level.

## National Joint Decision Making Model



## The role of NWBC's Strategic Coordinating Group Command Liaison Officer

If called upon to send a liaison officer to Strategic Coordinating Group, the Chief Executive will nominate an officer to attend. Dependent on the nature of the emergency, this may be the Chief Executive himself, a Director or the Assistant Chief Executive or other nominated officer. An initial briefing meeting will provide officers with an update on the current situation and share any guidance from the emergency services and other partners. A time will then be agreed for further regular briefings. Between briefings the Strategic Coordinating Group Liaison Officer will be based with the CSWR and will keep up to date with the overall response to the emergency, feeding back to the Emergency Management Team as required.

## Call logging, Records Management and Document Retention

In any emergency it is vital that an accurate record of all messages received, actions taken in response and all management team decisions are carefully logged. This is in case of any future Public Enquiry or legal / insurance related issue that may arise.

This will normally be done electronically. However, in the event of a systems failure all workstations are provided with message pads by the Emergency Centre Co-ordinator. These are triple-sided duplicating sheets so that a copy can be put forward for inclusion in the Master Incident Log. A copy can also be retained by the Records Officer for reference.

All directorates who choose to centre their response away from the EC should either use the same message pads or should maintain their own detailed log of their response. This may be appropriate if part of a Directorate already has a detailed ongoing procedure for receiving and logging of calls.

All calls received on standard message pads will be input into the Master Incident Log. This will provide a chronological list of all calls and actions for the incident.

At the end of any emergency it is vital that all documents relating to the response should be collated and kept for a period of at least **5 years**. This should include all message pads, all messages, all faxes, all emails, any hand written notes and minutes of management team meetings and briefings.

**Any standard document destruction policies involving documents relevant to the emergency should be suspended until any enquiry is complete.**

## Staff Welfare

Responding to emergencies is potentially stressful. Emergency Management Team and managers should ensure that welfare arrangements are in place for staff to make their involvement in the response as comfortable as possible.

Each departmental plan should include a clear reference to the role of staff welfare in their own action sheets. In making arrangements for the welfare of those staff involved in responding to the emergency the following should be considered:

- Ensure that the families of those involved are kept informed as to the likely duration of their involvement. This may involve assisting in the provision of alternative arrangements - picking up children, caring for elderly relations, special transport arrangements etc.
- Introduce a rota system for all staff - usual working hours and conditions are not necessarily appropriate for responding to emergencies. This is vitally important, particularly if some staff are required to respond on a 24hr basis. As a general rule staff should take a break of 15 minutes every two hours and should not work a shift of longer than 8 hours.
- Ensure all staff take regular breaks away from the working area. A suitable area will need to be allocated for this purpose.
- Ensure refreshments are readily available to staff at all times.
- Ensure all staff, including managers, take part in regular de-briefing sessions that allow team members to express their feelings on their involvement in the overall response.
- Be aware that some staff will not want to be replaced. Working excessively long hours under such conditions is not beneficial to either the individual or the organisation and should be discouraged by the use of rotas.
- Liaise with the CSWR over the provision of professional counselling assistance. This will be provided by the multi agency Psychological Welfare Group, coordinated by the County Council's **People Group**.

# Briefing and Debriefing

## Briefing

It is vital that all staff involved in the response are briefed at regular intervals. If they are involved at the beginning of a response they should be included in the initial briefing from the Emergency Centre, or they should be briefed by Directorate representatives who have attended this briefing.

All staff should receive a detailed briefing that contains the following information **before** they begin their response role:

- What has happened?
- Location and precise names of area/streets/community involved.
- What circumstances led to the emergency?
- What details must not be speculated on in answering any enquiries?
- What resources have been deployed to assist?
- What are the likely enquiries they will have to deal with?
- The protocol for dealing with calls from the Media.
- Briefings either in the EC or Directorate offices should then continue on a regular basis.
- Briefings should always be carried out as soon as practicable following any key development in an emergency response – it may be necessary to request that staff stop answering phones for a short time to ensure that all are aware of a key development.
- All staff involved should also be briefed on the key developments on an ongoing basis as the emergency progresses.
- Key developments will be displayed on whiteboards throughout the EC and at regular intervals staff will be told not to respond to phones but to listen to key updates that could affect all responders.
- It is particularly important to brief staff before any change over. This should be done to ensure that new staff are immediately aware of both the latest situation and also the type of enquiries or requests they may be receiving.



## Debriefing

Debriefing is vital following any major emergency. This tends to be a two-part process.

**Hot Debrief** – this takes place as soon as practicable after the stand down has been given for an emergency. All Directorates should be represented and staff should be given the opportunity to give their immediate thoughts on what went well during the response and what could be improved. A detailed note will be taken of this meeting.

**Cold Debrief** – this takes place a few weeks after the end of any emergency response. The time delay gives Directorates and partners an opportunity to reflect on the response and to look in more detail at their own individual roles and potential improvements. Again this meeting will be minuted and an action plan produced to highlight required changes in procedures.

Both of these processes may take place at different levels. Debriefs will need to take place within teams, within the local authority, the emergency services, at partner agencies and finally on a multi agency basis. Multi agency debriefs would usually be held at Shire Hall or Police headquarters.

## Briefing for Councillors

Elected members should be kept informed of the progress of the emergency response at all times. Key County Council members who are also Borough Councillors will be informed by the CSWR.

Elected Borough Council members – the Leader of the Council and other leading members and members local to the site of the emergency – will be informed by the Chief Executive, as appropriate, to ensure they are aware of what has happened and what resources have been deployed to assist. All members will be kept informed by the EMT via email of progress with the response. Members will be debriefed by relevant Directors, or their nominated deputy, on the respective roles of departments in the overall emergency response.

As representatives of the community it is vital that elected members have the correct information readily accessible to ensure they can keep their constituents informed, and also to support local people involved.

Elected members also need to be kept informed in case the media approaches them. It is important that elected members who are approached to comment on aspects of the response or the Borough Council's policies, should only give interviews or statements after consultation with the Chief Executive or the Communications Officer. This is vital to ensure continuity of messages via the media to the public.

# Communications Protocol

During a major emergency it is vital that all agencies communicate with each other on a regular basis and by appropriate means. Demands for information from the public will also be a significant element of the response that needs to be adequately resourced. There are a number of ways in which information can be exchanged both between partners and also the public. These include:

- Media management
- Use of the internet and Warwickshire Web
- Through the Warwickshire Direct Customer Service Centre
- By use of email updates
- NWBC Customer Contact Centre
- Live links to NWBC's website

This makes it imperative that the media/information management function is seen as a key element in the overall response and is addressed as a key priority by the Emergency Management Team in conjunction with the Joint Media Plan.

## Initial Contacts

The CSWR will immediately brief NWBC's Chief Executive (or nominated deputy), to inform them of the situation and to advise them to initiate their emergency procedures. Further, the CSWR will also brief the following key contacts to make them aware of the situation, to alert them of the potential involvement for other departments or to request that they initiate their own call out systems:

- WCC Chief Executive or his nominated deputy
- Other relevant District/Borough Council Chief Executive/s
- Relevant elected members – County and District – for information
- Relevant WCC Directorate contacts or Strategic Directors
- NHS England the Coventry and Warwickshire Partnership NHS Trust  
Primary Care Trust
- Utility companies if required
- Relevant Parish Councils

The above can be replaced by a general information alert, dependant on the circumstances if required.

## Email

Electronic transfer of information can save considerable amounts of time during emergency response. Mail groups mean that one message can be sent to large numbers of contacts immediately but it is important to ensure the following:

- Check mail groups regularly to ensure that they are up to date
- Ensure that those being emailed are aware if this is to be the only means by which they are to be contacted – particularly if they are required to act on information
- If any information being transmitted is confidential ensure that it is suitably tagged as confidential
- Warn contacts if any attachments may take a long time to open

## Use of Web Pages

NWBC and individual Warwickshire County Council directorates and the CSWR all have extensive web pages. During emergencies information will be posted onto relevant pages for the public to access. Information published on the websites will be updated to provide the public with the procedures or precautions they should take and with information such as road closures.

The Public Relations Officer is responsible for ensuring the web page information is accurate and up to date.

Details of relevant websites giving information for the public or partner agencies will also be widely circulated depending on the emergency. A list of relevant websites can be found in the appendices to this plan.

## Use of Libraries

The CSWR will ensure that contacts in the Communities Group are regularly provided with up to date information to circulate to libraries to keep the local community informed. Libraries are also an outlet for information leaflets or guidance from local authority departments, government agencies or partners such as health agencies.

## Help Lines for the Public

During any emergency the demand for information from the public will be intense. Liaison with the Emergency Centre is therefore essential to ensure that there is a coordinated approach to the dissemination of information to the public. Initially the Customer Services Team will deal with calls from the public. The Customer Services Centre will be provided with relevant incident specific information by the Emergency Centre, to enable operators to readily assess which calls they can respond to and which need passing on for a more detailed response. Providing routine information such as which roads are open or where the public can access further information etc. to the Customer Services Centre also enables emergency centre staff to respond to more specific requests for assistance from the emergency services and other key partner agencies.

## Media Management

Management of the media is vital in any emergency, and the coordination of press releases, media messages, interviews etc. is essential. NWBC's media response will be led by the Public Relations Officer based in the Emergency Centre. Warwickshire County Council's media response will be led by the Communications and Media Division of the County Council's **Performance and Development Directorate**.

During a major emergency the County Joint Media Plan may be invoked. This procedure brings together the media representatives of all partner agencies across Warwickshire who could be involved in an emergency response. Warwickshire Police will usually be the lead agency if these joint procedures are set up.

The Emergency Management Team should also identify a number of senior managers, who can be made available for providing statements to the media and for conducting both television and radio interviews. In order to respond effectively, these nominated officers should have previous experience or have undertaken training in dealing with the media during emergencies. While the Public Relations Officer will lead on handling the media there will still be a requirement for officers directly involved in the response to be made available to detail the roles of their respective Directorate and staff.

## Stand Down Arrangements

Involvement in an emergency may finish at different times for different agencies.

For the emergency services their direct involvement will finish when the immediate situation has been resolved. For local authorities the longer-term issues around restoration of the community or the area affected mean that they may have an active involvement for many years.

The decision to 'stand down' an emergency response needs to be taken on a joint basis by all key agencies involved. Once the decision has been taken, it is imperative that agencies also inform all those that they have been dealing with as part of their own response, that the incident is now closed.

## The Recovery Process

The long-term recovery of a community or area following a major emergency will be led by the local authority. The transition will be formalised by the existing Strategic Co-ordinating Group or Gold command but it is difficult to place a definitive time scale on when this will take place. Dependent on the exact circumstances of an emergency this lead role may be taken by either the County or Borough Council.

The recovery process is a vital element of overall emergency response. There will be services that the local authority has a statutory duty to provide and restoration of these will be crucial. There will also be other services that the local authority will lead on which can be summarised under the following headings:

- Rebuilding the Community
- Managing the Financial Implications

- Managing Resources
- Responding to Community Welfare Needs
- Developing Strategic Issues

The HM Government publications: **“Emergency Response and Recovery”** and **“Recovery: An Emergency Management Guide”** provide a comprehensive overview of issues to be considered during this phase of emergency response, its findings can be summarised as follows.

### Rebuilding the Community

Local authorities should engage fully with the local community and elected members at all stages of the recovery process. Key considerations are:

- Involving the community in consultation on major projects of re building
- Developing a public information strategy
- Look for means of improving facilities damaged rather than merely re building
- Ensure the profile of the local authority is maintained during recovery work
- Involve the Voluntary sector and Faith communities
- VIP visits are inevitable following emergencies and can be a useful means of reinforcing positive messages via the media
- The community must be involved in any considerations about memorials and be invited to attend any memorial services

### Managing the Financial Implications

The local authority will be under pressure to be seen to be taking action following a major emergency. It is important that the following is considered:

- Accurate and comprehensive financial records must be kept
- There may be a requirement for liaison with insurance companies and loss adjusters
- Applying for assistance through the Bellwin Scheme
- Applying for other grants from central Government or the EU
- Managing any money raised through public appeals

### Managing Resources

The Strategic Co-ordinating Group or gold command must ensure that the long-term recovery issues are given early consideration. This is particularly important because staff and resources are often limited and the day-to-day business of the authority still has to be delivered in many areas of its responsibility.

Consider the following:

- Prioritising of duties of those involved in the response
- Ensuring support networks are in place
- Keeping staff informed of the Borough’s involvement in the recovery process
- Implications for staff not involved
- Effective Media management can greatly assist all areas of response

- Ensure the effective use of elected members for community consultation and representation
- Ensure systems to co ordinate offers of help are in place
- Be aware of mutual aid arrangements

The local authority will need to establish a **Recovery Co-ordination Group**. This may be similar in composition to the **Strategic Co-ordinating Group** or Gold Command but will focus solely on recovery.

### Responding to Community Welfare Needs

Those affected by the emergency will need to be offered a variety of means of support, including Social Care, provided by Warwickshire County Council's **People Group** . Many other agencies may either offer or be called upon to assist in the long-term support of communities affected.

Consider:

- Establishing public help lines
- Maintaining a database of offers of support
- Opening drop in centres where people can access information from a variety of agencies
- Use of leaflets or newsletters to distribute information
- Managing the offer of support to individuals such as counselling
- Links with faith communities and community groups
- Use of the voluntary sector

### Developing Strategic Issues

The Recovery Co-ordination Group will need to consider the following:

- Strategies for delivering normal services
- Prioritisation of staff duties to concentrate on the response
- Long term pressures in areas such as housing and implications for local authorities
- Assistance to local businesses
- Being aware of the longer term interest of local as opposed to national media
- Providing staff and the community with regular updates on progress
- Managing the economic impact of the emergency and implementing strategies to ensure business confidence in the area
- Being aware of the impact on areas such as tourism following an emergency
- Ensuring comprehensive records are kept of decisions, actions and expenditure
- Being aware of the potential for a Public Enquiry and the long term resource implications of this process

## Training and Awareness Raising

Training and awareness raising are vital to ensure those involved in an emergency response are aware not only of their role but how this fits with other departments, staff, agencies and the emergency services.

To ensure staff are best prepared for an emergency response the CSWR offers or facilitates a variety of training packages. These can include the following training/awareness raising framework. Training will be identified for staff dependent on their role.

- briefing session on current emergency planning initiatives to the Council's Corporate Management Forum
- Joint Agency training Package "Exercise Graham" each year. This package outlines the joint response procedures in place in Warwickshire and places are offered at each session to Borough Council employees. **It is important that all Borough Council employees identified as having an emergency response role have attended "Exercise Graham"**
- the training of Borough Council employees who are unclear about the role they may have to fulfil in the event of an emergency and will facilitate one emergency planning exercise per year for the Borough Council.
- courses at the National Emergency Planning College at Easingwold, York. These may be general emergency planning awareness courses or more specific areas of interest such as media management, strategic management, and animal health issues
- A major seminar on current emergency planning initiatives. These will cover current key topics and will feature key note speakers who have had direct experience of responding to major emergencies
- ad hoc training/awareness raising events to respond to any issues that develop either locally or nationally
- seminars/conferences/workshops nationally and offer places to relevant staff as appropriate