



**Isle of Wight  
Council**

# **Isle of Wight Council**

## **Emergency Response and Recovery Arrangements**

**REDACTED VERSION**

# 1 Document Information

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### 3 Introduction

The Emergency Management Team has prepared this document, in close consultation with the relevant council service areas who would take part in any response to an incident.

It sets out the council's generic response and recovery arrangements and therefore will refer to relevant specialist response arrangements where appropriate.

This document applies to emergencies or major incidents which affect or occur within the administrative boundaries of the Isle of Wight.

#### 3.1 Civil Contingencies Act 2004

The Civil Contingencies Act 2004 (herein referred to as 'The CCA'), delivers a single framework for civil protection in the United Kingdom. The Act divides local responders into 2 categories, imposing a different set of duties upon each.

##### Category 1 Responders

Are those organisations at the core of the response to most emergencies (e.g. emergency services, local authorities, Environment Agency, and Health bodies). They have the following duties:

- Cooperation and information sharing between local responders
- Assess the risk of emergencies occurring and use this to inform contingency planning
- Put in place emergency plans
- Put in place business continuity arrangements
- Put in place arrangements to make information available to the public about civil protection matters as well as maintain arrangements to warn, inform and advise the public in the event of an emergency
- Provide advice and assistance to the commercial sector and voluntary organisations on business continuity management (local authorities only)

##### Category 2 Responders

Are those organisations that are likely to be heavily involved in responding to emergencies such as utility companies (gas, electricity, and water), communications companies, transport providers. They have a duty to cooperate and share information with Category 1 Responders.

#### 3.2 Risk Assessment

As generic response arrangements, this document will be activated to put in place appropriate command and control structures to respond and recover to a wide variety of risks. Further detail on the risks that the council and multi-agency partners prepare

for can be found in the Hampshire and Isle of Wight Local Resilience Forum Community Risk Register at <https://hiowprepared.org.uk/>

### 3.2.1 Aim

The aim of this document is to define the Isle of Wight Council's generic response and recovery arrangements to an emergency or major incident.

### 3.2.2 Objectives

The aim will be achieved through the following objectives:

- Define the circumstances when this document should be activated
- Define activation and notification arrangements
- Define the Isle of Wight Council roles and responsibilities;
- Define command and control structures that can be activated
- Define how the council participates in a Multi-Agency response;
- Outline the considerations for sharing information;
- Outline administrative, legal and financial arrangements;
- Outline recovery arrangements;

### 3.2.3 Protective Marking

This is a redacted version of the original document which has had certain information, data or numbers removed where it is considered that, if released to the public in general it could:

- Impede the effectiveness and ability of the Authority to respond in an emergency;
- Undermine the proper management of the public sector and its operations during such emergencies.

Where information has been redacted it has been clearly marked as such.

## 4 Activation

### 4.1 Definition of an Emergency<sup>1</sup>

The CCA defines an 'Emergency' as either

An event or situation which threatens serious **damage to human welfare** in a place in the UK, only if it involves, causes, or may cause large scale:

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

OR

An event or situation which threatens serious **damage to the environment** of a place in the UK, only if it involves, causes, or may cause large scale:

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

OR

**War or terrorism**, which threatens serious damage to the security of the UK.

#### 4.1.1 Rapid Onset Or Rising Tide Emergencies

Emergencies can materialise generally in two different ways:

- "rapid onset" where there will be little to no-notice of the incident occurring;
- and a "rising tide" incident where there is some notice of an actual or potential incident occurring

With a rapid onset incident council activity would need to happen very quickly to respond, which may also be out of office hours. The establishment of council response structures would occur as quick as possible, which may be delayed if the incident materialised out of hours.

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<sup>1</sup> Taken from the Civil Contingencies Act Section 1(1) 1-3; Section 2(2)(a)-(b) and Regulation 24

Whilst in a rising tide, council activity to prepare to respond could be undertaken in advance based on the type of risk. If needed the response structures could be established in advance to enable planning and preparation to be undertaken.

## 4.2 Emergency Response Test<sup>2</sup>

To determine whether an event or situation threatening damage constitutes an emergency for the Isle of Wight Council, the CCA offers guidance in the form of two tests, one of which must be met;

1) Where the incident would be likely to seriously obstruct the council in its ability to perform its functions

2) Where the council would:

- Consider it necessary or desirable to act to prevent, reduce, control, or mitigate the effects of an emergency, or otherwise take action; and
- Be unable to act without changing the deployment of its resources or acquiring additional resources

## 4.3 Major Incident

The nature, scale and/or severity of an incident may escalate to a point where it exceeds the capability of the individual council service area(s) involved. At this point it the council may identify the incident as a major incident and look to coordinate its response with other Category 1 and/or 2 Responders.

Common themes when considering the declaration of a Major Incident are the actual or potential:

- Scale,
- Duration and
- Impact (on the affected community and on those responding to the incident).

The declaration of a Major Incident enables council and multi-agency response structures to be rapidly put in place and a level of priority to be attached to requests for support from with the council, multi-agency partners or Government.

It is preferable that a Major Incident is declared even if subsequent re-evaluation necessitates the scaling-down of the response and withdrawal of the declaration. The alternative, failing to declare a Major Incident and having to rapidly scale the response up when the situation deteriorates, can result in an ineffective response.

The definition of a Major Incident is:

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<sup>2</sup> Taken from the Civil Contingencies Act Section 2(2)(a) and (b)

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

*Notes on Major Incident declaration “Emergency responder agency” describes all category one and two responders as defined in the Civil Contingencies Act (2004) and associated guidance.*

*A Major Incident is beyond the scope of business-as-usual operations, and is likely to involve serious harm, damage, disruption or risk to human life or welfare, essential services, the environment, or national security.*

*A Major Incident may involve a single-agency response, although it is more likely to require a multi-agency response, which may be in the form of multi-agency support to a lead responder.*

*The severity of the consequences associated with a Major Incident are likely to constrain or complicate the ability of responders to resource and manage the incident, although a major incident is unlikely to affect all responders equally.*

*The decision to declare a Major Incident will always be a judgement made in a specific local and operational context, and there are no precise and universal thresholds or triggers. Where LRFs and responders have explored these criteria in the local context and ahead of time, decision makers will be better informed and more confident in making that judgement.*

It is likely that if one Category 1 Responder organisation declares a major incident, it may result in a joint multi agency declaration of a major incident through the Local Resilience Forum Response Structures (see more in section 10 regarding multi agency response arrangements).

#### **4.4 Levels of Response**

Depending on the nature of the incident differing levels of response may be required. It may be that the incident requires a single council service area response which is a business-as-usual activity, or it may require several council service areas and be a prolonged response over several days or even weeks.

To define the level of response required, five levels have been identified to consider the impact of the incident and amount of support required from the council.

See the table below for an overview of the different levels of response:

Level	Factors	Who to activate
1 Business as Usual	Service areas undertaking normal activities	REDACTED
2 Limited Response	<ul style="list-style-type: none"> <li>• Little or no deviation from business-as-usual activities</li> <li>• Response limited to one service area</li> <li>• Response can be managed by existing on-call arrangements</li> <li>• No evacuation requirements</li> <li>• No transport requirements</li> <li>• No health implications for public</li> <li>• No voluntary sector support required</li> <li>• Unlikely for incident to escalate</li> </ul>	REDACTED
3 Coordinated	<ul style="list-style-type: none"> <li>• Additional emergency support required, i.e. Rest Centre, Traffic Management, and Voluntary Sector assistance</li> <li>• Limited public warning and informing</li> <li>• Several service areas involved</li> <li>• Manageable number of people evacuated for a short period of time (overnight or less)</li> <li>• Public health implications</li> <li>• Localised pollution hazard</li> <li>• Liaison required with Emergency Services or other Category 1 Responders</li> <li>• Level of coordination may require the set-up of the Emergency Control Centre</li> <li>• Business continuity arrangements activated by affected service areas</li> <li>• Probability of the incident escalating further</li> </ul>	REDACTED
4 Major Incident	<ul style="list-style-type: none"> <li>• Other Category 1 Responder declares a major incident</li> <li>• Multiple requests for support from another Category 1 Responder</li> <li>• Significant amount of people evacuated for more than one night or an uncertain period of time</li> <li>• Significant public warning and informing</li> <li>• Widespread pollution hazard with potential for major impact on public health and/or the environment</li> <li>• Threat of death or serious injury to a large number of people or widespread damage to property in one area or across the Island</li> <li>• Corporate business continuity arrangements activated to maintain Council's critical services</li> </ul>	REDACTED
5 Stand down and Recovery	<ul style="list-style-type: none"> <li>• The hazard or risk has been minimised or abated</li> <li>• A move to business-as-usual activities by service areas</li> </ul>	REDACTED

Table 1: Overview of Council's Levels of Response

#### 4.5 Duty Rotas

The level of response will dictate who is most relevant to contact as part of the initial notification of an incident as noted above. Some service areas keep their own out of hour's duty rotas in relation to their business-as-usual activities. These will be held by those service areas **REDACTED**.

As part of its role in coordinating the council's response to an incident, the Emergency Management Team takes part in a duty rota system which ensures that there is duty cover 24 hours a day, 7 days a week, 365 days a year.

In addition to this there is the Senior Duty Officer (SDO) rota, which provides out of hours senior management direction and support to the Emergency Management Duty Officer (EMDO) until the incident is handed over to the relevant Senior Manager. Should significant resources be required i.e. staff or finance then the SDO will be called upon to make such authorisation.

The SDO rota contains a mix of council silver and gold commanders. Should circumstances dictate; the EMDO will be able to implement a gold and silver structure as required from this rota at short notice during a response. For planned events the gold and silver commanders will already be established on the rota. Additionally for rising tide events i.e. forecasted adverse weather (in line with the Severe Weather Arrangements Document) then a gold and silver commander will be identified during the preparation for the period of increased risk.

#### 4.6 Initial Notification

The notification of an incident requiring a council response may come from the Emergency Services, other agencies, the public or directly from a service area.

It is likely to come through the following routes:

- Council's Emergency Management Duty Officer (EMDO) (24 hours)
- Council's Contact Centre (in hours)
- Council's Wightcare Service (24 hours)
- Individual Council Service Area (most likely in hours only)

Should any council officer receive an initial notification of an incident or request for support then they should document the following details and notify the Emergency Management Team:

- Nature of incident
- Location and time of incident
- Time of call to the council
- Callers name, organisation and contact details

- Nature of the support requested from the council

#### **4.7 Initial Emergency Management Duty Officer Actions**

Following the initial notification of an incident, directly to the EMDO, they will do the following:

- Assess the situation and the resources required
- Consider the need to alert other members of the Emergency Management team, in and out of hours)
- Mobilise council services in response to the incident (i.e. sandbags, council Liaison Officer etc.)
- If advised of potential evacuation requirements, liaise with Adult Social Care and Wightcare to identify vulnerable persons at the earliest opportunity
- Activate the Emergency Response and Recovery Arrangements, and any supporting arrangements as required
- Coordinate the response to small scale incidents requiring the coordination of several council services
- Consider when to notify the SDO on the incident (based upon the scale, likely duration, and impacts) and advise them on the level of response and resources that the council will need to respond. Once notified, the EMDO will need to establish the method and timings of briefings/updates with the SDO, unless the Silver Group is established
- Consider the activation of the Emergency Control Centre (ECC) and coordinate the response until it is open
- Once the ECC is up and running, act as support for the SDO or relevant senior manager
- Consider other service areas that may need to be involved or notified such as Adult Social Care, Environmental Health, Homelessness Team; Island Roads; PFI CMT; Public Health and Wightcare
- Advise staff as appropriate on the incident through the EM-Disruption distribution list

Please also see Appendix 1 for the EMDO Response Agenda, which sets out key considerations and actions.

#### **4.8 Role of the Senior Duty Officer:**

The Senior Duty Officer (SDO) role is to provide tactical level management, ensuring that operational actions are co-ordinated with the key responsibilities being to;

- Act as the council's Silver Commander until any formal response structure is established
- Support Emergency Management Duty Officer (EMDO) by removing barriers to prompt action

- Make decisions / authorise spend based upon the advice from the EMDO and relevant council services
- Oversee the immediate planning and coordination of the response in the early stages
- Support the EMDO by obtaining additional resources as required
- Ensure the health and safety of the public and response participants is appropriately considered
- Agree any media statements or messaging
- Liaise with the silver commanders of multi-agency partners
- Provide regular updates to the Gold Commander or Gold Group if activated
- Provide briefings to Councillors, Town, Parish and Community Council's where relevant

The SDO rota can be amended to put in place a Gold and Silver Commander in response to planned events or rising tide events before they occur. During a response, if both levels are activated then a second SDO will be identified to undertake either role of commander commensurate with their job role.

#### **4.9 Escalation of a response from initial notification**

The figure below shows the escalation process following the initial notification of an incident.

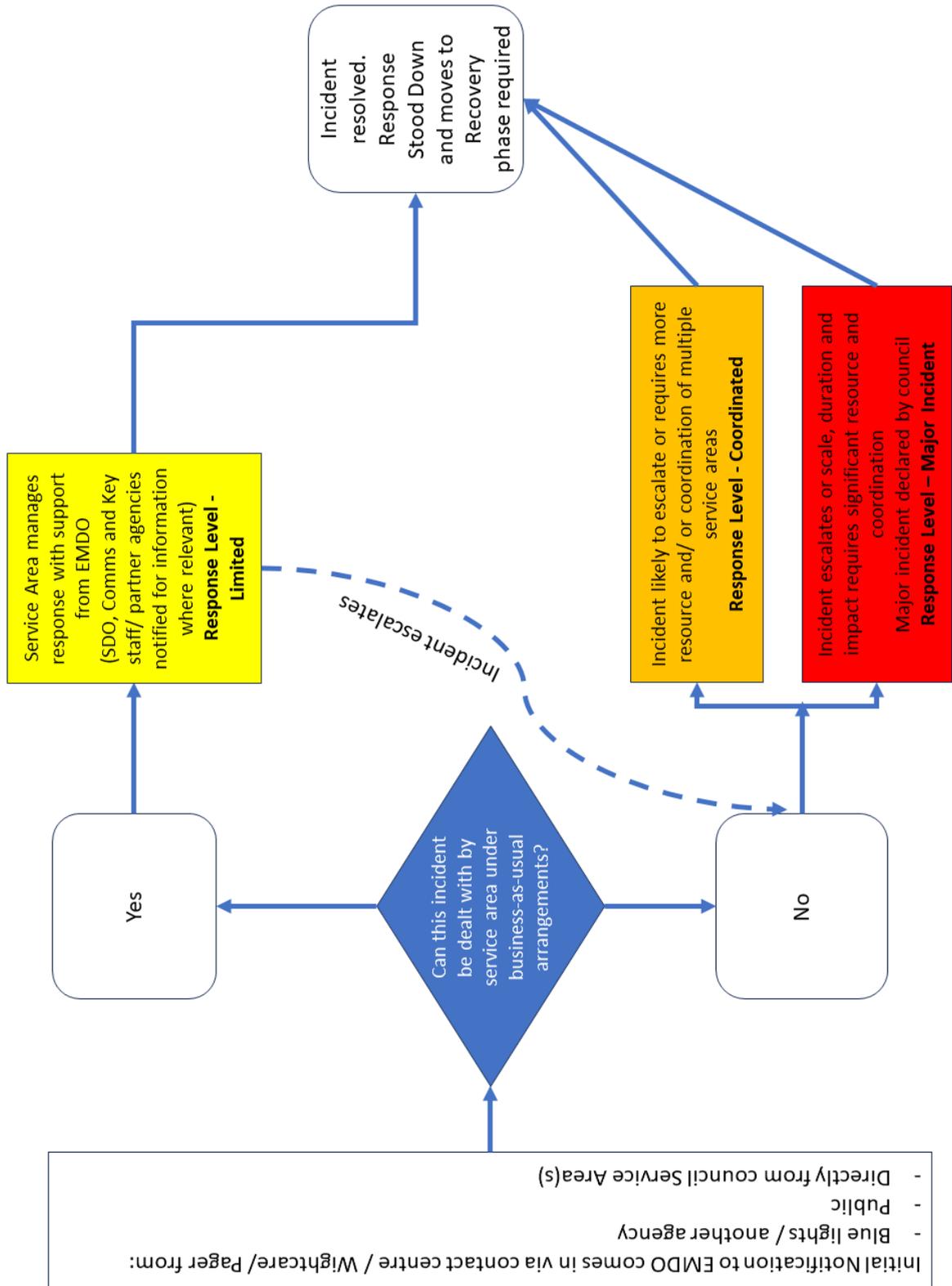


Figure 1: Escalation Flow Chart

## 5 Roles and Responsibilities

All council staff have a role to play in a response to an emergency or major incident. Staff or Service Areas may have a pre-defined role in response or may be asked by their senior manager to undertake a support role for another service area.

The following provides an overview from the council's corporate role and responsibilities to that of key teams, service areas, senior and corporate managers, Councillors, and the community level during response.

### 5.1 Council's Corporate Role and Responsibilities

As a unitary authority, the council is responsible for all local authority functions. It has a wide range of service areas that will be likely to be called upon for support to the emergency services during an emergency or major incident and it will take the lead on recovery.

Responsibilities include (these are different to the duties under the CCA)<sup>3</sup>:

- provide immediate shelter and 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;
- provide medium to longer-term welfare of survivors (e.g. social services support and financial assistance which may be generated from appeal funds and also provide helplines which should answer the public's questions as a one stop shop). Local authorities have a large part in addressing community needs via drop-in centres and organising anniversaries and memorials as part of the recovery effort;
- provide Investigating and Enforcement Officers under the provision of the Food and Environment Protection Act 1985 as requested by DEFRA;
- facilitate the inspection of dangerous structures to ensure that they are safe for emergency personnel to enter;
- clean up of pollution and facilitate the remediation and reoccupation of sites or areas affected by an emergency;
- liaise with the coroner's office to provide emergency mortuary capacity in the event that existing mortuary provision is exceeded;
- co-ordinate the activities of the various voluntary sector agencies involved, and spontaneous volunteers;

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<sup>3</sup> Taken directly from the national guidance contained within the Emergency Response and Recovery Guidance found at <https://www.gov.uk/government/publications/emergency-response-and-recovery>

- may provide catering facilities, toilets, and rest rooms for use by all agencies in one place, for the welfare of emergency response personnel in the event of a protracted emergency. This will depend on the circumstances and available premises;
- lead the recovery effort, which is likely to carry on for a considerable time and is likely to involve many organisations who are not ordinarily involved in or used to the speed and scale of the recovery effort.
- They may also put in place arrangements for supporting communities to become more resilient to the risks they face.

## 5.2 Council Service Areas:

Whilst a number of service areas within the council have a predefined role and/ or responsibility(ies) when responding to emergencies, we have also identified where service areas could support a response outside of their normal remit. Please note that what has been identified below is not exhaustive.

### 5.2.1 Directorate – Strategy

#### Emergency Management:

- Acting as the initial point of contact for organisations and agencies when planning for and responding to emergencies (See section 4.7) Put in place response structures commensurate with the level of response required (as noted in this plan document)
- Provide continued support to the SDO, relevant senior manager, Silver or Gold Group throughout the response to the emergency (See section 6 for information relating to gold and silver arrangements)
- Facilitate access to multi-agency contacts and response structures as required in accordance with , LRF and other organisation/agency response arrangements (See section 10 for details of multi-agency response arrangements)
- Provide continued support to the Recovery Cell members chair where able to do so
- Facilitate links into wider LRF recovery activities
- Lead on the debrief from an emergency
- Maintain normal services as far as practicable in accordance with business continuity plans

#### Organisational Intelligence (excluding the Communications and Engagement Team which is detailed below):

- Maintain processes to support the identification of vulnerable persons data
- Provide support with collecting, analysing and sharing data

- Ensuring that digital content is updated as required on the council's website and intranet
- Support Silver Group cells as required
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

#### **Communications and Engagement Team:**

- Provide advice about communications to the public in an emergency and develop a communications strategy, if required
- Set up and facilitate briefings to Councillors, Town, Parish and Community Councils with the SDO, relevant senior manager, Silver or Gold Group Chair as required
- Set up and support any staff or Councillor delivering briefings and / or giving interviews with the media
- Issue press releases and update social media
- Link with the website team for updates to [www.iow.gov.uk](http://www.iow.gov.uk)
- Liaise with local media and respond to related enquiries coordinating information with service areas
- On-site media management as required
- Liaise with partner communications teams and participating in LRF media cell
- Facilitate onsite photography and/or filming for internal council and external use
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

#### **5.2.2 Directorate – Public Health:**

*The Director of Public Health (DPH) has statutory responsibility under the National Health Service (NHS) Act 2006 and the Health and Social Care Act 2012 Acts for 'exercising their local authority's functions in planning for, and responding to, emergencies that present a risk to the public's health'. The DPH discharges their duties through their Public Health team, which in this instance covers Hampshire County Council (HCC) and the Isle of Wight Council (IWC); with the Director of Public Health holding dual accountability for both HCC and IWC in relation to the aforementioned duties.*

- Act as a point of contact for commissioned Public Health services
- Ensure there is representation in a Silver or Gold Group or relevant supporting cell/s for incidents where there may be public health impacts
- Lead a council response in line with the council's Pandemic Response Plan and other specific plans such as Hot / Cold weather where there are human health impacts, including leading on public health elements of other responses including flooding

- Provide advice on any public health considerations in relation to a rising tide or rapid onset emergency, supported by public health information and intelligence where appropriate
- Work with the Communications and Engagement Team to ensure that key Public Health messages are coordinated and widely published to raise awareness of both the public and those who care for groups more vulnerable to the health impacts arising from the emergency
- Provide representation to support the activities of the Affected Residents Cell if established
- Support the set up and running of an information hub if established
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

### **5.2.3 Directorate – Adult Social Care and Housing:**

#### **Commissioning and Partnerships:**

- Identify and maintain support to vulnerable members of the community
- To act as the main point of contact and support to commission services, private providers and domiciliary care and voluntary sector provision
- Coordinate residential admissions from the community where necessary, using public and private service providers
- Provide representation to support the activities of the affected residents cell if established
- Support the set up and running of an information hub if established
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

#### **Assurance, Social Work Practice and Development:**

- Maintain services and the provision of alternative arrangements at any adult Social Services residential establishment affected by the emergency
- Work with council services and multi-agency partners to ensure that psychosocial support is accessible and signposted to those affected by an emergency
- Provision of an out of hours service
- Liaise with hospitals in the event of accelerated release of people into the community and identifying subsequent requirement for domiciliary support and or bedded care
- Provide representation to support the activities of the Affected Residents Cell if established
- Support the set up and running of an information hub if established
- Identify and maintain support to vulnerable members of the community, including safeguarding arrangements
- Take part in recovery activities as required

- Maintain normal services as far as practicable in accordance with business continuity plans

**Internal Services:**

- Maintain services and the provision of alternative arrangements at any council adult Social Services residential establishment affected by the emergency
- Provision of an out of hours service
- Provide representation to support the activities of the Affected Residents Cell if established
- Provider of last resort duty
- Support the set up and running of an information hub if established
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

**Housing:**

- Consider any special housing arrangements or resources required during a response based upon information held by the council
- Act as a point of contact for housing registered providers
- In conjunction with adult and children social care assess the wellbeing of the residents and consider any special arrangements which need to be implemented by the council to support the residents
- Where a temporary place of shelter or rest centre is activated, provide staff to manage these facilities in line with the council's rest centre arrangements
- Provision of an out of hours Homeless service
- Provision of winter shelter arrangements
- Provide representation to support the activities of the Affected Residents Cell if established
- Support the set up and running of an information hub if established
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

**5.2.4 Directorate – Children's Services:****Children's Social Care:**

- Maintain services and the provision of alternative arrangements at any children's residential establishments affected by the emergency
- Act as the point of contact and support for children's centres and family hubs
- Identify and maintain support to vulnerable children, young people and families in the community including children looked after and care experienced young people, including safeguarding arrangements to be maintained
- Maintenance of an out of hours safeguarding service an ability to respond to calls

- Provide representation to support the activities of the Affected Residents Cell if established
- Support the set up and running of an information hub if established
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

**Education Access and Inclusion:**

- Act as the point of contact and support for schools during emergencies
- Maintaining and assisting transport providers for Schools Transport
- Supporting families and carers with children and young persons with special educational needs and disabilities
- Identify and maintain support to vulnerable children and young persons of the community, including safeguarding arrangements
- Provide representation to support the activities of the Affected Residents Cell if established
- Support the set up and running of an information hub if established
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

**5.2.5 Directorate – Corporate Services:****Business Centre:**

- With support from Finance, set up and implementation of grant funding, business rates relief and council relief support schemes
- Support the set up and running of an information hub if established
- Setting up of council incident hotline for access to immediate advice and guidance
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

**Democratic Services (*committee services, elections and land charges, members Support and Business Support*):**

- Support the council and multi-agency response in the administrative elements of the response meetings
- Support Communications and Engagement Team in engagement activities during response and recovery with Elected Members, Town, Parish and Community Councils and the media
- Provide representation to support the activities any of the Silver Cells established
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

**ICT:**

- Providing an increased level of ICT support to responding service areas
- Supporting the setup of the Emergency Control Centre, physical Silver Group, or an Island Tactical Coordinating Group
- Supporting the setup of video conferencing
- Facilitating changes to telephony services to support effective communication
- Support the set up of an information hub if established
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

**Facilities and Fleet Management:**

- Facilitating security pass access for multi agency partners to council buildings
- Supporting the setup of the Emergency Control Centre, Silver Group, or an Island Tactical Coordinating Group
- Enable access to the council's pool cars as required
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

**People and Organisational Development:**

- Support the set up and running of an information hub if established
- Provide representation to support the activities any of the Silver Cells established
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

**Human Resources:**

- Provide representation to support the activities of the Resources Cell if established
- Manage the temporary redeployment of staff to support other service areas
- Support the set up and running of an information hub if established
- Provide advice on staff health, safety, and welfare during and after an emergency in accordance with but not limited to the details set out in Section 8 of this document
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

**Legal:**

- Consider and provide advice on any legal implications for the council as required
- Provide representation to support the activities of the Resources Cell if established

- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

#### **Property Services:**

- Support the setup of an information hub if established
- Provide representation to support the activities any of the Silver Cells established
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

#### **5.2.6 Directorate - Finance:**

- Consider and provide advice on any financial implications for the council as required
- Provide advice on the council's Financial Procedure Rules and the Financial Regulations
- Work with council service areas to support the set up and implementation of grant funding
- Ensure the council maintains a log of accounting records and audit trails in accordance with the Financial Regulations as part of any response
- Coordinate any financial claims made through the Bellwin Scheme<sup>4</sup> or other compensation schemes
- Provide representation to support the activities of the Resources Cell if established
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

#### **5.2.7 Directorate – Community Services:**

##### **Community and Culture:**

##### **Libraries, Leisure (includes Sports Development and Events) and Heritage Services:**

- Support the set up and running of an information hub if established
- Provide representation to support the activities any of the Silver Cells established
- Provide staffing resource where necessary

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<sup>4</sup> Bellwin is the name of the scheme activated by Department for Communities and Local Government that enables Local Authorities and others to make claims for financial assistance following a response to an emergency. Details on the process and how to qualify can be found at <https://www.gov.uk/government/publications/bellwin-scheme-guidance-notes-for-claims/bellwin-scheme-of-emergency-financial-assistance-to-local-authorities-guidance-notes-for-claims>

- Provide accommodation for Information Hubs or Temporary Places of Shelter
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

**Bereavement / Registrars Services:**

- With the Coroners Service, provide advice and support where there are significant losses of life
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

**Harbours:**

- Implement council Harbour Emergency and Oil Spill Plans as required
- Provide support to the Coastal and Flood Risk Management Team during a marine pollution response
- Provide a staffing resource as required to undertake engagement and intelligence gathering in affected areas
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

**Economic Development and Regeneration:**

- Act as a link with local businesses
- Support a business and economy cell if established
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

**Waste, Environment and Planning:**

**Parks and Countryside:**

- Provide facilities as and when required as rest centres
- Provide representation to support the activities any of the Silver Cells established
- Provide a staffing resource as required to undertake engagement and intelligence gathering in affected areas
- Support council service areas with 4x4 resource
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

**Climate and Environment:**

- Mobilisation and coordination of council and contractors' resources in a shoreline response incident (further details in the council's Marine Pollution Response Arrangements)
- Provide a staffing resource as required to undertake engagement and intelligence gathering in affected areas
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

**Waste Business Management Team:**

- Provide representation to support the activities of the Logistics Cell
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

**Waste Management as delivered by the council's PPP Contractor – Thalia:**

- Provision of equipment and resources to deal with emergencies
- Provision of Specialist Services i.e. waste management/ clean up techniques or any other specialist services necessary
- Provide representation to support the activities of the Logistics Cell
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

**Environment Officers:**

- Provide a staffing resource as required to undertake engagement and intelligence gathering in affected areas
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

**Planning Services:**

- Lead on queries around ordinary watercourses and flooding during a response
- Support engagement and intelligence gathering in affected areas
- Provide representation to support the activities of the Logistics Cell
- Provision of an out of hours dangerous structures service
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

## **Highways and Community Protection:**

### **Environmental Health Services:**

- Provide advice on issues relating to food, health and safety, pollution and food borne infectious disease arising from an emergency, including business advice
- Participate in outbreak control teams
- Support engagement and intelligence gathering in affected areas
- Take part in recovery activities as required
- Use of enforcement powers and works in default if required including warrants to enter
- Maintain normal services as far as practicable in accordance with business continuity plans

### **Trading Standards and Community Safety Services:**

- Provide advice on issues relating to product safety, animal health disease and control, including business advice
- Participate in animal health outbreak control teams
- Use of enforcement powers and works in default if required including warrants to enter
- Providing support to other services regarding vulnerable persons in the community
- Support engagement and intelligence gathering in affected areas
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

### **Licensing and Coroners Services:**

- Provide advice on issues relating to Licensed premises including large events
- Support the Coroner where an emergency results in excess deaths or mass fatalities
- Support engagement and intelligence gathering in affected areas
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

### **Highways as delivered by the council's PFI Contractor - Island Roads<sup>5</sup>:**

- Provision of equipment and resources to deal with emergencies occurring on or off the project network
- Undertake activities on and off the project network such as emergency road closures, implement diversion routes

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<sup>5</sup> Some of these activities fall outside of the PFI contract and therefore will incur financial expenditure that will need to be considered when making decisions during a response

- Provision of Specialist Services i.e. mechanical and electrical engineering specialists/ structural engineering specialists/ specialist equipment e.g. crane/ any other specialist services necessary
- Support engagement and intelligence gathering in affected areas
- Other activities in accordance with their Civil Emergency Plan, Highway Emergency Plan, Flood Response Plan and Yar Bridge Emergency Plan
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

### **Highways and PFI Team**

- Undertake the management of the highway network in conjunction with the Island and transport operators
- Provide representation to support the activities of the Logistics Cell
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

### **Parking Services and Floating Bridge**

- Provide a staffing resource as required to undertake engagement and intelligence gathering in affected areas
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

### **Rights of Way**

- Instigate closures and/or diversions of public rights of way (not included in the PFI project network) as required in emergency situations
- Support engagement and intelligence gathering in affected areas
- Provide 4x4 vehicle support
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

## **5.3 Councillors**

Councillors have an important role to play in preparing for, responding to, and recovering from an emergency. They have extensive links to the community thereby being able to act as a conduit for information between the council and residents and vice versa. Specific roles that Councillors will be expected to undertake are:

- The promotion of Community Resilience within local communities
- Providing community leadership/representation during a response
- Acting as the council's spokesperson

- Representing community views in any post emergency recovery activity (See section 12.5 of this document for further information on the role of Councillors during the recovery phase)

Further guidance on the role of Councillors in preparing for, responding to and recovering from emergencies has been produced by the Local Government Association called ‘A councillor’s guidance to civil emergencies’ which can be found via [https://www.local.gov.uk/sites/default/files/documents/Publications%20-%2010.26%20A%20councillor%27s%20guide%20to%20civil%20emergencies\\_05.1.pdf](https://www.local.gov.uk/sites/default/files/documents/Publications%20-%2010.26%20A%20councillor%27s%20guide%20to%20civil%20emergencies_05.1.pdf)

#### 5.4 Council’s Emergency Response Volunteers

The Emergency Management Team has a small pool of council staff prepared to give up their own time on a voluntary basis to assist in the council’s response to an emergency, subject to them responding on behalf of their own service area. These staff are known as ‘Emergency Response Volunteers or ERVs’ and are primarily activated outside of office hours taking on roles such as:

<b>Information Officer</b>	Write and type accurate and legible record keeping documentation
<b>Liaison Officer</b>	Provide a communication & co-ordination link to the Emergency Management Duty Officer and/or Emergency Control Centre from an incident scene, an established rest centre or temporary place of shelter
<b>Support to the EMDO</b>	Helping with contacting council staff and partners and undertaking actions in line with response arrangements

**Figure 2: Examples of Emergency Response Volunteer Roles**

The above roles may also be filled by council staff who have been pre-identified and trained to assist the response. During a rapid onset incident (see section 4.1.1) the EMDO can engage with staff who are on-call rotas for other service areas to support.

#### 5.5 Voluntary Sector Support

There are several National and Island based voluntary organisations and groups who can be called upon to support a council response. Details of these organisations and the support they can offer are held by the Emergency Management Team who would coordinate this support in a small-scale response. For large scale responses they would be coordinated through the Community Cell.

## 5.6 Convergent Volunteers

Convergent volunteers are members of the public with no affiliation to any recognised group who may turn up during a response or the recovery phase to assist. There may also be local community groups or businesses who want to turn up to help or take it upon themselves to undertake actions to help their communities.

It is important that this resource is managed to prevent any uncoordinated actions which hinder the response or recovery phase and to consider issues such as health and safety, insurance, and liability in using such resource.

The coordination of convergent volunteers will be managed by a suitable nominated lead council officer. If a Community Cell is established as part of the response or recovery then the activities of any convergent volunteers will be coordinated through this in line with the HIOW Local Resilience Forum Spontaneous Volunteer Policy. This document can be accessed via the Emergency Management Team

## 5.7 Community Emergency Plan Holders

Some Town, Parish, and Community councils have developed Community Emergency and/or Flood Plans. These set out where they can support their local communities during emergencies such as adverse weather.

If a community cell is established as part of the response or recovery, then the engagement with the plan holders will be coordinated through this.

## 6 Management of a Council Response

### 6.1 Response Framework

The council's response framework mirrors other Category 1 responder individual agencies using a gold, silver, and bronze management structure. For the purposes of this document, the following definitions are gold, silver, and bronze are as follows<sup>6</sup>:

**Gold** – The strategic level of command and control (above silver level, and bronze level) at which policy, strategy and the overall response framework are established and managed for individual responder agencies.

**Silver** – The tactical level of command and control within a single agency (below gold level, and above bronze level) at which the response to an emergency is managed.

**Bronze** – The operational level of command and control within a single agency (below gold level and silver level) at which the management of 'hands-on' work is undertaken at the incident site(s) or associated areas.

### 6.2 Escalation of a Response

The following pages deal with the escalation of a council response through the levels of response management from Bronze to Gold. However, if upon initial notification to the council, the incident is declared a Major Incident then the council response will automatically invoke all three tiers of management.

The following are considered triggers for escalation the list is not exhaustive and could be a combination of those below:

- Situation deteriorates, multi-agency response, major incident declared;
- Resources available are diminished, significant increase in pressure on council service(s) area that they cannot meet;
- Authorisation required to call upon more resources or large financial commitments; and/or
- Response requires a higher level or coordination from a tactical or strategic perspective

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<sup>6</sup> Taken from the Lexicon of UK civil protection terminology found at <https://www.gov.uk/government/publications/emergency-responder-interopability-lexicon>

### 6.3 Bronze Level

This level is likely to consist of either one service area responding or several services areas responding together with some level of coordination and potentially with deployed resources at or near to an incident site. The relevant team duty officer/service area manager would oversee a single service area response, whilst a Bronze Level Coordinator (EMDO or nominated service area lead) would be identified to coordinate the activities of more than one service area and provide regular reports to the silver level (SDO, relevant senior manager or Silver Group). The Silver level may also be requested to authorise certain actions such as calling in extra staff resources and large financial commitments.

Examples could include:

- (1) a request for emergency housing assistance out of hours dealt with by the Homelessness Duty Officer; or
- (2) a dangerous structure affecting one or more residential property wherein Building Control, the Homeless Duty Officer, and the Duty Media Officer may be responding, coordinated by the EMDO; or
- (3) the EMDO or the Silver Group has identified the need for a place-based information hub(s) to be set up as part of the response or recovery activities to provide humanitarian assistance to those affected by the response i.e. during flooding. The information hub(s) will be overseen by a Bronze Level Coordinator whilst they are stood up. Further details on place-based information hub(s) can be found in the Information Hub Handbook.

It is important that the relevant Ward Councillor as well as Town, Parish and Community Council are engaged with at the earliest opportunity in any affected areas as appropriate. If the bronze level is managing the response, then the EMDO will work with the Duty Media Officer to ensure that a briefing is undertaken. This may be undertaken by the EMDO or the Senior Duty Officer as appropriate.

At this level, the Emergency Control Centre may be open and operated by the Emergency Management Duty Officer to collect information on the incident and ensure that the bronze level has support. Should the incident continue to escalate and exceeds the capacity of the bronze level then the silver level can be activated.

### 6.4 Silver Level

The purpose of the silver level of command is to devise a tactical plan that considers impacts wider than the immediate incident and co-ordinate bronze resources to achieve this. The Silver Group is required to ensure that actions and priorities reflect the overall strategic intent set by the Gold Group (if established) and that the bronze

level has the means, direction, and coordination necessary to deliver effective outcomes.

This level is likely to consist of multiple services areas responding together as a coordinated response level but requiring overall management by either the SDO or relevant Service Director or Strategic Manager.

This level will plan and coordinate the Council's response to the incident through a collection of cells known as the silver group. The Silver Group may operate virtually through teleconferencing/ video conferencing via MS Teams or sit physically depending on the needs of the response. The Silver Group will undertake most of the response planning and implementation. If the Gold Group is activated, then it will also make recommendations on key decisions to be made to gold.

The structure of the Silver Group will meet the needs of the response in terms of the type of cells required. An example of the types of cells that may be activated are in the following diagram (see page 31).

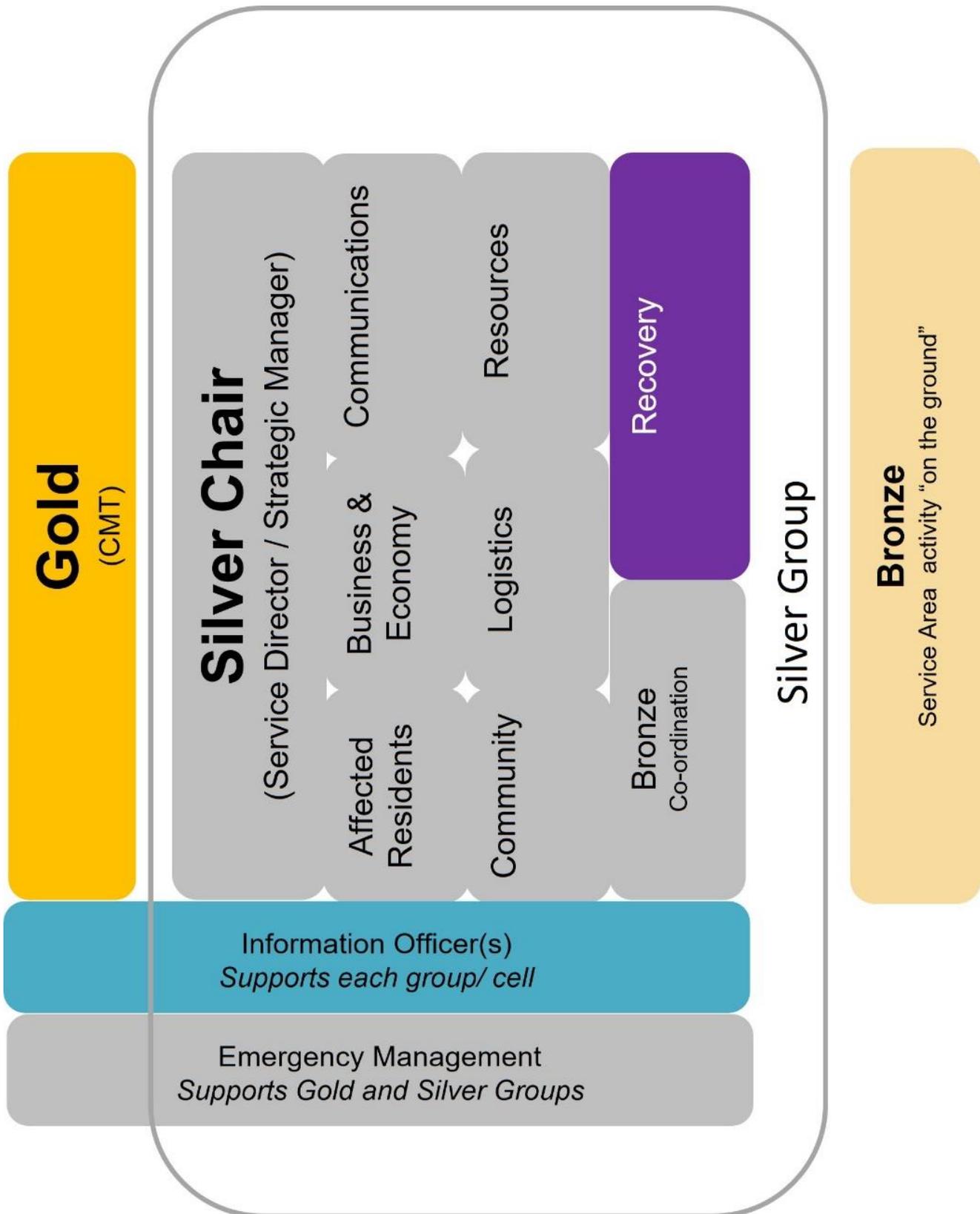


Figure 3: Example of Council Silver Group Cell Structure

#### 6.4.1 Role and Responsibilities of the Silver Group

To provide tactical level management, ensure that operational actions are co-ordinated with the key responsibilities being to:

- Gather information and intelligence on what is occurring
- Assess significant risks and use this to inform operational tasking
- Develop a joint working strategy based on known risks
- Determine priorities for allocating available resources
- Plan and co-ordinate how and when tasks will be undertaken
- Identify and request additional resources as required
- Make provision for the health, safety, and well-being of the public and response participants
- Engage with multi-agency partners (through the Silver Group Chair supported by the Emergency Management Team)
- Provide regular updates to the relevant Director or Gold Group if activated
- Briefing Councillors, Town, Parish, and Community Councils at the earliest opportunity (either through the silver group chair or a suitable nominated individual)

The Silver Group Chair will be either the SDO or the relevant senior manager from the lead service area. Handbooks been created to provide guidance for members of the Silver Group and each of the Silver Cells, which contain meeting agendas, action cards and further guidance on the how these should operate.

The Silver Group Chair will be supported by the Emergency Management Team through the EMDO if in the initial stages of the response. The Silver Group Chair will also be responsible for keeping the gold level, Councillors, Town, Parish, and Community Councils (unless assigned to the Gold Commander or a nominated officer) informed throughout the response. The Silver Group Chair will provide regular briefings to the Gold Commander and/or the Gold Group using the briefing template in Section 9.5. This will be the same template used for briefing an Island Tactical Coordinating Group if established, wherein the Silver Group Chair will act as the council's Silver Commander.

Should the incident continue to escalate and exceeds the capacity of the silver level then the gold level can be activated. However, there are also incidents wherein the Gold Group may be activated from the outset of the response for example rising tide incidents such as a pandemic or adverse weather in line with the triggers in the Severe Weather Arrangements Document.

#### 6.4.2 Silver Cells Roles and Responsibilities:

##### **Logistics Cell (this cell may also operate as a multi-agency cell supporting an Island Tactical Coordinating Group if it is an Island only response):**

- To coordinate requests for resources (non-staffing)
- To identify options relating to (but not limited to) transport, sandbags, welfare, equipment for consideration as part of the tactical plan
- To procure appropriate resources to be utilised during a response
- To liaise with and task the Private Finance Initiative (PFI) and Public Private Partnership (PPP) contractors to support the response as required (if these are participating in a logistics cell then this will fall under the remit of this cell)
- To manage access control/security arrangements to council buildings including parking as required
- To implement the cleansing of council facilities used in the response as required
- To arrange welfare (refreshments) for council responders and others as required
- To assist in the other support activities that may be required including the support of a council hosted Island Tactical Coordinating Group (as identified in the HIOW Local Resilience Forum Emergency Response Arrangements)

##### **Communications Cell (this cell may also operate as a multi-agency cell supporting an Island Tactical Coordinating Group if it is an Island only response):**

- To consider, advise upon and implement a communications strategy to Council Staff, Councillors, Town, Parish & Community Councils, Residents, the Public and Local Media during a response
- To liaise with multi-agency partners to agree and implement the warning and informing strategy for the response if the incident is affecting the Island only
- To facilitate media interviews with the appropriate talking head(s)
- To manage the onsite media relations

##### **Affected Residents (this cell may also operate as a multi-agency cell supporting an Island Tactical Coordinating Group if it is an Island only response):**

- To consider, advise upon and implement plans, strategies and duties relating to residents and the public affected by the incident which may include:
  - The health and wellbeing of the public supported via Public Health advice and strategies
  - Adult Social Care plans and strategies
  - Childrens Social care plans and strategies
  - Education plans and strategies
  - Housing advice and support
  - Ensuring an integrated response with health partners, private providers, and the voluntary and faith sectors

**Resources Cell:**

- To monitor the ability of service areas to deliver the council's critical services/ activities
- To support council decision making in response with relevant data
- To manage the temporary redeployment of staff to support the response
- To provide HR advice and policy during an incident
- To provide health, safety, and welfare advice during an incident
- To provide ICT solutions during an incident
- To provide procurement support to the council response, in particular to the logistics cell
- To provide access to specialist support and wellbeing arrangements for staff during and/ or after the response and recovery phases
- To provide administrative support to the council response
- To assist in the de-confliction between the response and the business-as-usual activities of the council
- To consider and advise upon any legal implications
- To consider and advise upon any insurance implications
- To consider and advise upon any financial implications
- To maintain a log of financial spend

**Business and Economy Cell:**

- To coordinate advice from a range of council service areas to support businesses in a response.
- To act as the liaison between the council and business groups in a response for providing advice and understanding local impacts
- To act as the link with other responders as detailed in the CCA such as transport providers, supermarkets, foodbanks to provide advice and understanding local impacts
- To facilitate any business grants and funding schemes in conjunction with the Resources / Recovery Cell

**Bronze level Coordinator:**

- To coordinate the activities of one or more deployed service area(s) which are out in the community and provide regular reports to the Silver Group or supporting cells as appropriate

**Community Cell (this cell may also operate as a multi-agency cell supporting an Island Tactical Coordinating Group if it is an Island only response):**

- To link to the voluntary sector and community hubs which provide support to residents during incidents and during recovery
- To provide a helpline facility for the public for the provision of information and coordination of support requests to the voluntary sector and community hubs
- To provide a link with Town, Parish, and Community councils emergency plan holder contacts

- To provide a point of contact for and to coordinate any convergent community volunteers in supporting a response

**The Recovery Cell (this cell may also operate as a multi-agency Recovery Structure if it is an Island only response or the scale of recovery activities does not require Hampshire and Isle of Wight wide coordination):**

- To be activated and to report to the Silver Group during the response
- To consider the resources required to manage the recovery process
- To manage the business-as-usual operations of the relevant service areas in the recovery phase
- To report to the Silver or Gold (as required) during the recovery phase

#### **6.4.3 Activation of Cells**

The Silver Group upon advice of the EMDO will decide which cells need to be activated depending on the type of incident and its actual or potential impacts. The Silver Group (SDO if Silver Group not established) will identify the service area that will be responsible for managing each activated cell, who will then identify a Cell Manager. Please note that if the incident becomes protracted then Cell Managers and members may need to move to a shift system.

#### **6.4.4 Cell Managers Role and Responsibilities**

Cell Managers will (not exhaustive):

- Facilitate cell management including meetings and record keeping
- Plan the cell activity
- Coordinate and assign roles (including deputy) within the cell
- Ensure that the cell has the appropriate level of representation from the relevant service areas
- Manage cell member welfare
- Report on planning and implementation progress to Silver Group
- Establish and maintain links between other activated cells for planning and implementation

Further information on the role and responsibilities of the cell managers will be found in the relevant cell handbooks.

### **6.5 Emergency Control Centre (ECC)**

The ECC is a facility that is set-up for specific council staff to convene (virtually or physically) to respond to an incident or emergency.

### 6.5.1 Structure of the ECC

The structure of the ECC will be scalable to meet the needs of the response. For example, the ECC may consist of the EMDO, SDO or relevant Service Director or Strategic Director and a few staff from one or two services areas working together to respond to small-scale incidents.

Alternatively, this will be the location from which the Silver Group supported by its cells will consider tactical issues and task the bronze level to complete various actions. The Gold Group may also be located here if required to set the strategic direction and make key decisions around the council's response.

### 6.5.2 Staffing the ECC

The Silver Group Chair will take the role of the ECC Manager supported by an Emergency Management representative initially, drafting in other staff to support as necessary.

There may be emergency response volunteers activated who would fulfil a variety of roles within the ECC from call operators; ECC assistants to Information Officers etc. (see section 5.4 of this document).

### 6.5.3 Location

There are two location options available to accommodate the ECC being:

- REDACTED
- REDACTED

Both locations have ICT access to council networks and the Avaya telephone system.

REDACTED

Further details on how the ECC will be activated, who should attend, how it will be operated as well as the facilities available in both locations are contained within the Emergency Control Centre Handbook.

## 6.6 Gold Level

The purpose of the gold level is to take overall responsibility for the management of the council's response to an emergency, and to establish the policy and strategic framework within which the silver and bronze levels will work.

This level will be activated when the council formally declares a Major Incident. This is declared by the SDO/relevant senior manager and/or relevant director upon advice from the Emergency Management Duty Officer. It may also be activated when the silver level requires strategic direction or support with resourcing challenges.

The Gold level will consist of the relevant nominated Strategic director acting initially with the ability to call a gold group consisting of all the council's directors in the Corporate Management Team. The Gold Group may sit virtually via MS Teams, or physically in a room allocated as appropriate.

A handbook has been created to provide guidance for members of the Gold Group which contains meeting agendas, action cards and further guidance on the how the group should operate.

## **6.7 Meetings**

### **6.7.1 Location**

Initial meetings of the Silver and/or Gold Group may be undertaken virtually through video conference via MS Teams or physically. If physical collocation is required, then a decision will be made as to the best location. Two pre-existing locations have been identified and details of these are contained in the Gold and Silver Group Handbooks.

### **6.7.2 Timing and Frequency**

The needs of the response will dictate the timing and frequency of the Silver and Gold Group Meetings. The chair of these groups should aim for the meetings to last 30 mins, although initial meetings or complex incidents may require longer meetings.

The timings between the Silver and Gold Group meetings should take account of the pace of the response and the providing the Silver Group Members time to properly brief their Gold Group equivalents. Further information on briefings can be found at 9.5.

Consideration also needs to be given to enabling urgent actions to be completed between meetings when scheduling the next ones (see guidance in each of the Group or cell handbooks).

## 7 Business Continuity / Maintaining Critical Services

Service areas within the council will have identified activities that are critical and timescales for their reinstatement during periods of significant disruption, resulting from loss of staff, loss or denial of access from / to premises, loss of utilities and disruption to ICT.

The Corporate Business Continuity arrangements allow the co-ordinated management of critical services during periods of significant disruption. Additionally, for specific emerging risks, the Emergency management Team may facilitate the development of bespoke business continuity arrangements within the timescale for the realisation of the risks.

Further information on Business Continuity, including the council's policy and template plans can be found on the Emergency Management department pages on the council's intranet or by contacting the Emergency Management Team directly.

During a response the monitoring of the council's ability to deliver its critical services will be undertaken by the Resources Cell. The Cell Manager will be responsible for escalating issues to the Silver Group Chair and providing advice/ options on how to manage these along with the relevant service area(s) affected.

## 8 Staff Health, Safety, and Welfare

This will be the responsibility of the Health, Safety, and Welfare Team or Resources Cell(if established) to provide advice to the Silver Group and service areas as well as make specialist provision available for staff where existing arrangements may not cover needs or have capacity to meet staff needs. This will be done in collaboration with other specialist services within the council such as Environmental Health and Public Health.

### 8.1 Staff health and safety

Existing policies and requirements for health and safety at work apply to emergency responses by the council including risk assessments. However, due to the urgency and the rapidly changing nature of emergencies, it is likely that more reliance will have to be placed on dynamic risk assessment.

Awareness of hazards and their potential to cause harm will need to be addressed by all levels of response. It must be remembered that this is a continuous process.

It is important that managers and staff recognise when their limit of knowledge and understanding of the potential hazards has been reached and that they will need to seek competent advice from the council's health and safety advisors before proceeding with an activity under these circumstances. If further advice is required out of hours, then this can be obtained via Wightcare.

As part of the deployment of staff during emergencies (either for response or recovery activities), it is important that they are fully briefed on the risks and mitigation identified in addition to the nature of the tasks they are being asked to perform. Further information on briefing deployed staff is contained in Section 9.4.1.

### 8.2 Staff welfare

Staff engaged in emergency responses such as exposure to traumatic sights or close contact with people who have themselves just experienced or witnessed a traumatic event can find these particularly stressful.

Long working hours combined with intense activity that demands quick decision making requires careful management. To minimise any associated risk with this, careful selection of staff including awareness of anyone with personal links or who is directly involved in the disaster or similar disasters in the past is required.

Managing shift lengths and rotation of staff, structured breaks with adequate refreshments and opportunities to engage in informal discussion with colleagues away from the "front line" can also help to minimise potentially damaging stress.

Staff can access health and wellbeing support in several ways:

- Staff Mental Health First Aiders who are equipped to listen, provide initial support and signpost towards further sources of support.
- Employee Assistance Programme which offers a 24-hour helpline and access to advice and tools via a mobile app
- Occupational Health
- Maximus who provides a confidential mental health support service that is funded by the Department for Work and Pensions.
- A number of local support services which are signposted
- If further counselling services are required these can be arranged through the HR Business Partners

Details of all the above options are detailed on the health and wellbeing intranet pages.

## 9 Information Management

### 9.1 Warning and Informing

As a Category 1 Responder the council has a duty under the CCA (2004) to ensure arrangements are in place to make information available to the public on civil protection and maintain arrangements to warn, inform and advise the public.

### 9.2 Public Communications Timetable

There are several elements to a communications timeline:

- **Public Awareness (pre-event)** – informing and educating the public about risks and preparedness
- **Public Warning (at the time of an event or when one is likely)** – Alerting, by all appropriate means, the members of a community whose immediate safety is at risk
- **Informing and Advising the Public (immediate and long term post event)** - Providing relevant and timely information about the nature of the unfolding event
- **Recovery period (immediately and long term post event)** - Providing information about the end of the incident and return to normal arrangements

### 9.3 Media Management

An effective media response is the process of informing the public is through the provision of timely and relevant information to the media. An effective communications strategy relies on consistent messages between agencies. Responding agencies should involve their communications staff at every stage of an incident.

Communications staff are essential in shaping messages to the public and providing information to support a response.

The council's Communications and Engagement Team operates a 24-hour emergency service. In the event of an incident the team will lead Communications Cell ensuring messages are delivered to the public using a range of communication channels. For further information on the role of the Communications Cell then please refer to its Handbook.

### 9.4 Briefings (Internal and External)

Maintaining good records of actions and decisions in an emergency response enables the compilation of accurate briefings to staff, councillors, Town, Parish & Community councils, multi-agency partners, the media, and the public.

For the purposes of briefing internal staff, Councillors and multi-agency partners, the following format should be used:

- What has happened?
- What is happening now?
- What is the IWC doing about?
- Current Issues / Risks
- What do we need people to do?
- A forward look – what might happen and what might we need to do about it?
- How do you contact the briefing author/relevant specified point of contact?

For briefings to residents, the wider public and the media, the council's Communications Team will draft bespoke media releases based upon the latest briefing and any other relevant information. These will be signed off by the SDO/relevant senior manager/Silver Group Chair or relevant director/Gold Group Chair. The Leader/Deputy Leader of the council will also be part of the sign off process as necessary prior to release. However, in rapid onset incidents or those who are fast paced there will be a need to streamline the sign off process so that information will be released to the public quickly.

It is important that staff who are not directly involved within the response structures are kept up to date about the incident, especially where it is protracted in nature. This will be achieved through existing management communication channels i.e. Director Management Team meetings, Service Boards, and staff newsletters, and the Vine. The expectation is that the Director will take the lead on communicating the key messages within their own directorate.

#### **9.4.1 Briefing Staff to be Deployed During Response or Recovery**

Before deploying staff to undertake information gathering, monitoring or engagement tasks in affected areas as part of the council response or recovery activities, there is a need to ensure that they are appropriately briefed. This should be carried out by the EMDO, relevant senior manager or silver cell manager with the following information:

- Details of why being deployed (what is the task(s) and its purpose)
- Risk assessment for deployment, including any PPE requirements or activities that should not be undertaken i.e. entering flood water
- Lines to take if asked by the public what they are doing
- Key messages that are to be provided to residents and businesses in the affected area
- Key contacts list for council services which might be requested or signposted (based on the nature of the emergency)
- If they are collecting information from those in the affected area(s) which includes personal data then a privacy notice script should be provided along with the means to collect the data (see Section 9.8)

## 9.5 VIP Visits

VIP's may wish to visit affected areas, often at short notice. The visits are likely to involve the scene, the people affected, and those involved in a response. Visits will be coordinated by the police and will be communicated with agencies via the normal command structures established for the incident.

## 9.6 Record Keeping

It is essential to maintain accurate records and logs of all aspects of an incident including actions and decisions made. The actions and decisions made during an incident may become subject to scrutiny at a subsequent public enquiry, inquest, criminal or civil proceedings. Good record keeping also allows lessons to be identified and assists in the debriefing process where lessons directly drive future planning and help improve future responses.

### 9.6.1 Records and Logs

Logs must be recorded and retained, signed, and dated by the person making them. As far as practical records should be made at the time whilst the information is fresh in the mind. When recording decisions made it is important to log the decision made, with the options and rationale as to why that decision was made. All documentation following an incident should be sent to the council's Emergency Management Team within two days of the incident ending or filed in the relevant MS Teams folder.

These are the following types of logs used in any council response:

- Emergency Management logbook – used for logging actions and decisions during the response
- Silver and Gold Group decision logs – used for logging key decisions of these groups during a response
- Liaison Officer logbook – used by staff deployed to an incident site for undertaking and reviewing a health and safety risk assessment during deployment and for logging actions whilst on site
- Action Reports – used to capture Silver and Gold Group and Silver Cell meeting notes, decisions that do not require a decision log and actions

### 9.6.2 Retention and Disposal of Records

The council has a retention and disposal schedule which specifies how long documents should be retained before they can legally be destroyed. Records of an incident should be kept indefinitely.

## 9.7 Financial Expenditure and Record Keeping

Costs incurred in any response activity must be captured for audit purposes. The Financial arrangements for emergencies and major incidents can be complex. Therefore, it is important that at the earliest opportunity a full and comprehensive record of expenditure is created and maintained. It may be necessary to commit resources and incur expenditure quickly to make an effective response to an emergency and therefore it is the responsibility of service managers to keep the council's S151 officer informed about existing, new, or changing risks, both insurable and uninsurable. When a response is escalated to the Silver or the Gold Group level this will be facilitated through the through a form from Financial Services which will be provided to service areas or any cell group managers if established.

### Bellwin Scheme

It will also be necessary to maintain accounting records and audit trails in accordance with the Financial Regulations wherever it is possible to do so, particularly in support of subsequent grant claims such as Bellwin Claims<sup>7</sup>. Therefore, it is essential as part of any response, that details of financial expenditure are captured. This will be done initially in action and decision logs along with justification for that expenditure and will then be passed onto the S151 Officer following the stand down the response. The same process will need to be followed during the recovery process, however generally recovery expenditure cannot be claimed under Bellwin Claims.

The Bellwin scheme is an arrangement where emergency financial assistance to Local Authorities in an emergency may be obtained from Central Government. The scheme is managed by the Ministry of Housing, Communities and Local Government (MHCLG) and the thresholds employed are published each year. The scheme is not available during the recovery phase of an incident. There isn't an automatic entitlement to financial assistance through the Bellwin scheme. Ministers are empowered by Section 155 of the Local Government and Housing Act 1989 to determine if the scheme should be activated on the circumstances of each individual case.

## 9.8 UK General Data Protection Regulations and Data Protection Act 2018 Considerations for Data Sharing during Emergencies

During emergencies, it may be necessary to share data which the council holds about people who have been or are likely to be affected. Examples of actions and support services for which information may be shared include:

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<sup>7</sup> Bellwin is the name of the scheme activated by Department for Communities and Local Government that enables Local Authorities and others to make claims for financial assistance following a response to an emergency. Details on the process and how to qualify can be found at <https://www.gov.uk/government/publications/bellwin-scheme-guidance-notes-for-claims/bellwin-scheme-of-emergency-financial-assistance-to-local-authorities-guidance-notes-for-claims>

- warning and informing the public
- evacuation
- provision of rest centres, survivor reception centres, family and friends reception centres
- immediate medical treatment, health, and social care
- longer-term health care (mental, physical, and public health) and social care
- assistance with temporary accommodation
- financial and practical support
- bereavement support
- Casualty Bureau Receives information relating to persons who are believed to have been involved in
- an emergency

Data sharing is necessary for criminal and civil investigation purposes to:

- reduce immediate or short-term risk of continuation of the incident or a similar incident, where the incident is impacted by criminal activity.
- reduce potential fraud such as fraudulently seeking humanitarian or financial support.
- identify and interview victims and witnesses.

Outside of the immediate incident response, the sharing of information may be required to:

- support humanitarian assistance for a long period of time following an emergency. For example, long-term health care, support to people during inquests, memorials, and anniversaries.
- prepare for a potential emergency by identifying individuals likely to need support during an incident.
- reduce likelihood of fraud, or future incidents impacted by criminal activity.

The sharing of information may also be required if an emergency is likely to occur (i.e. prior to an emergency). For example, to identify and provide support to vulnerable persons who may be affected by a forecast flooding emergency and require additional support services.

When dealing with personal data that we hold about people that we may need to share with partners as part of a response, we need to ensure that we are treating it appropriately in line with the relevant legislation (UK General Data Protection Regulation and the Data Protection Act 2018) and the following council policies<sup>8</sup>:

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<sup>8</sup> These can be found on the council's intranet via <https://wightnet.iow.gov.uk/ia/policies.aspx>

- The Information Security Policy
- The Protective Marking Policy
- The Data Protection Policy
- Access to Information Policy
- Data Breach Incident Management Policy

Information Commissioner's Office guidance on data sharing in an emergency states:

*“Urgent or emergency situations can arise that you may not have envisaged, and you have to deal with them on the spot.*

*In an emergency, you should go ahead and share data as is necessary and proportionate. Not every urgent situation is an emergency. An emergency includes:*

- *preventing serious physical harm to a person;*
- *preventing loss of human life;*
- *protection of public health;*
- *safeguarding vulnerable adults or children;*
- *responding to an emergency; or*
- *an immediate need to protect national security.*

*Tragedies over recent years such as the Grenfell Tower fire, individual instances of self-harm, major terrorist attacks in London and Manchester, and the crisis arising from the coronavirus pandemic have illustrated the need for joined-up public services responses where urgent or rapid data sharing can make a real difference to public health and safety. In these situations, it might be more harmful not to share data than to share it. You should factor in the risks involved in not sharing data to your service.”<sup>9</sup>*

Whilst the above legislation will not prevent us sharing data in the recovery phase, we need to consider that it is appropriate to do so, and we may need to obtain consent from the data subject for data that we already own.

There may be existing data sharing agreements in place between council service areas and partner agencies to share data. Where these exist and cover the types of data that will be shared, then these should be referenced in the relevant group or cell Action Report. Where a data sharing agreement does not exist; and it is considered appropriate to still share the information, then the rationale should be recorded in the Action Report at the next group or cell meeting or logged within any existing processes for doing so.

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<sup>9</sup> Taken from the Information Commissioner's Office website on 18/10/2024 via the following link - <https://ico.org.uk/for-organisations/uk-gdpr-guidance-and-resources/data-sharing/data-sharing-a-code-of-practice/data-sharing-in-an-urgent-situation-or-in-an-emergency/>

## 9.9 Data Collection in the Response and Recovery Phases

If we are collecting data as part of the response, we need to make sure that we are upfront with the reasons why we are collecting the level of data that we are including:

- What it will be used for,
- Who it will be shared with; and
- How long it will be kept for.

A privacy notice should be written to be given to any member of staff who will be collecting data from a person who has been affected or likely to be affected by an emergency. The advice from the council's Corporate Information Unit is that in the privacy notice that we state that we will hold the information for at least one year and then if the information is required after this time, the person will be contacted to consent for the data to be kept longer if required.

Once the data has been collected, it must be stored and managed appropriately in line with the above council policies.

## 10 Multi-Agency Response Arrangements

In an emergency or a major incident, the range of response activities and support will be complex. Co-ordination between different organisations will be necessary to provide a timely, targeted, and effective response that saves lives, reduces harm, and restores normality.

The generic national framework for managing emergency response and recovery is detailed in *Emergency Response and Recovery*. It is scalable and can be applied irrespective of the size, nature or cause of an emergency and remains flexible enough to be adapted to the needs of the response.

There are three management tiers in the framework: Operational (individual agency bronze level), Tactical (individual agency silver level) and Strategic (individual agency gold level). All Category 1 and appropriate Category 2 Responder agencies responding to the emergency will be represented at each of these levels.

Single agency groups exercise command over their own personnel and assets. Multi-agency groups are convened to coordinate activities and define the strategy and objectives for the overall multi-agency response. No single responding agency has command authority over any other agencies' personnel or assets.

Guidance on the interoperability of the emergency services at the operational and tactical levels is contained in the *Joint Doctrine* produced by the Joint Emergency Services Interoperability Principles. The framework is based on the following five principles for joint working (see next page):

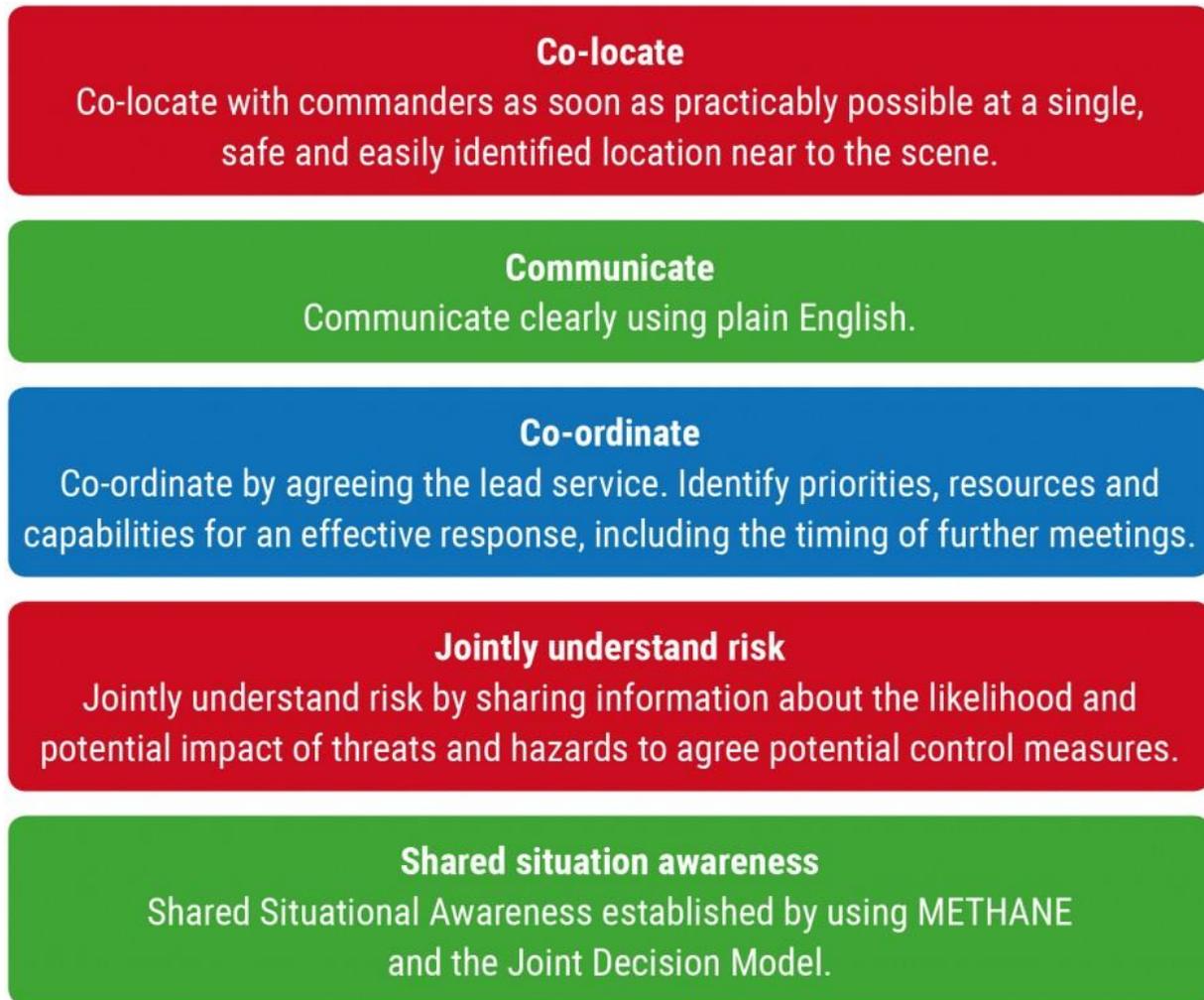


Figure 4: JESIP Principles

This doctrine also includes the Joint Decision Model (see Appendix 3) which provides a common model for joint decision-making. Further information on JESIP can be found at the website [www.jesip.org.uk](http://www.jesip.org.uk)

## 10.1 Hampshire and Isle of Wight Local Resilience Forum Emergency Response Arrangements

For Hampshire and the Isle of Wight, integrated emergency management is conducted through the Hampshire and Isle of Wight Local Resilience Forum (herein referred to as the LRF). The LRF consists of representatives from the Emergency Services, Health, and Local Authorities from Portsmouth, Southampton, Isle of Wight, Hampshire, and Districts as well as Category 2 Responders such as transport and utility providers and the Voluntary Sector who operate within the footprint of Hampshire and Isle of Wight Constabulary. Further information on the role and membership of the LRF can be found at [www.hiowprepared.org.uk](http://www.hiowprepared.org.uk)

The relevant generic response arrangements for the HIOW LRF is the Emergency Response Arrangements. The diagrams below show the activation and escalation summary set out in the LRF Emergency Response Arrangements document for a “rapid onset” where there will be little to no-notice of the incident occurring and a “rising tide” incident where there is some notice of an actual or potential incident occurring :

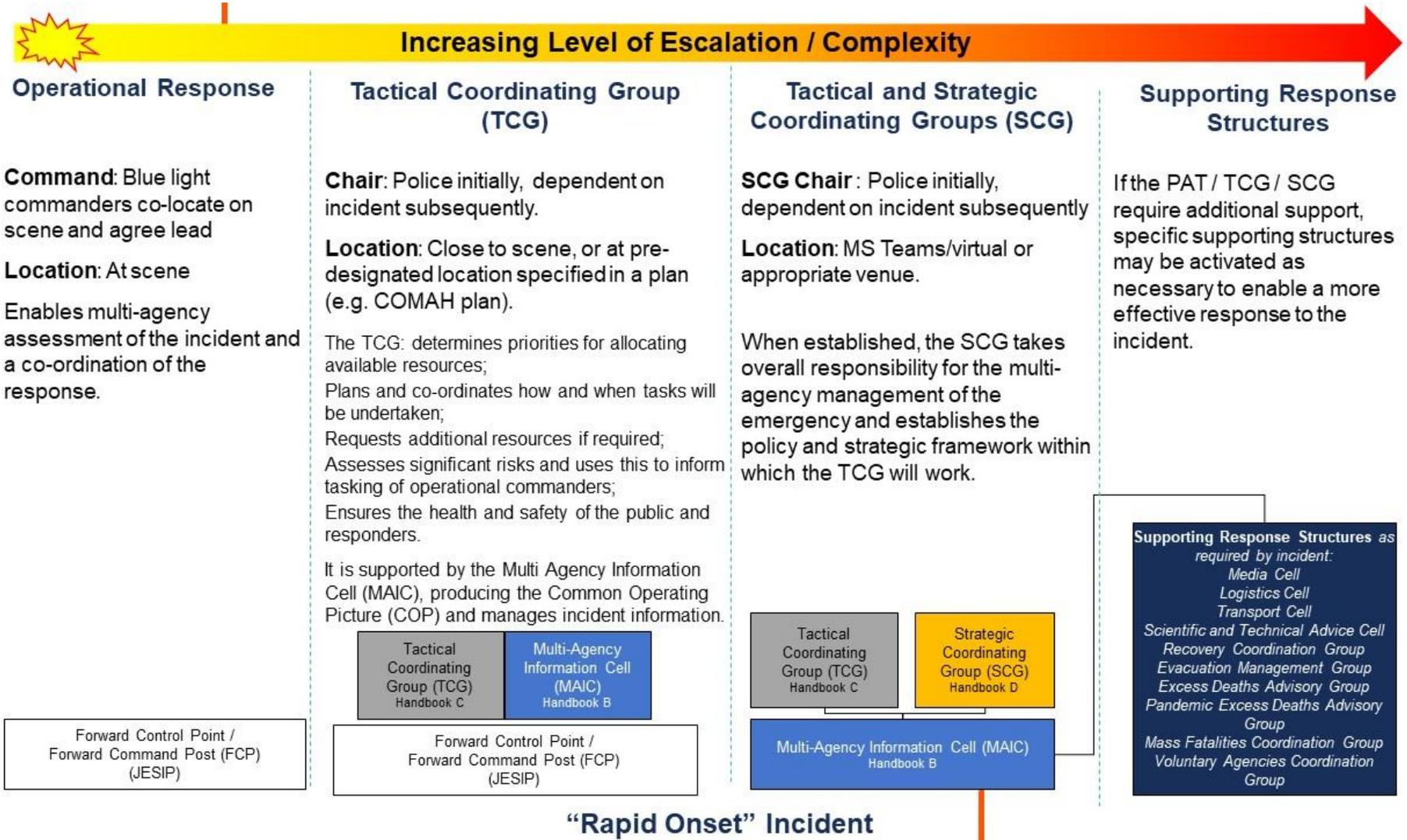


Figure 5: Activation and Escalation Summary for a “Rapid Onset” contained within the LRF Emergency Response Arrangements document

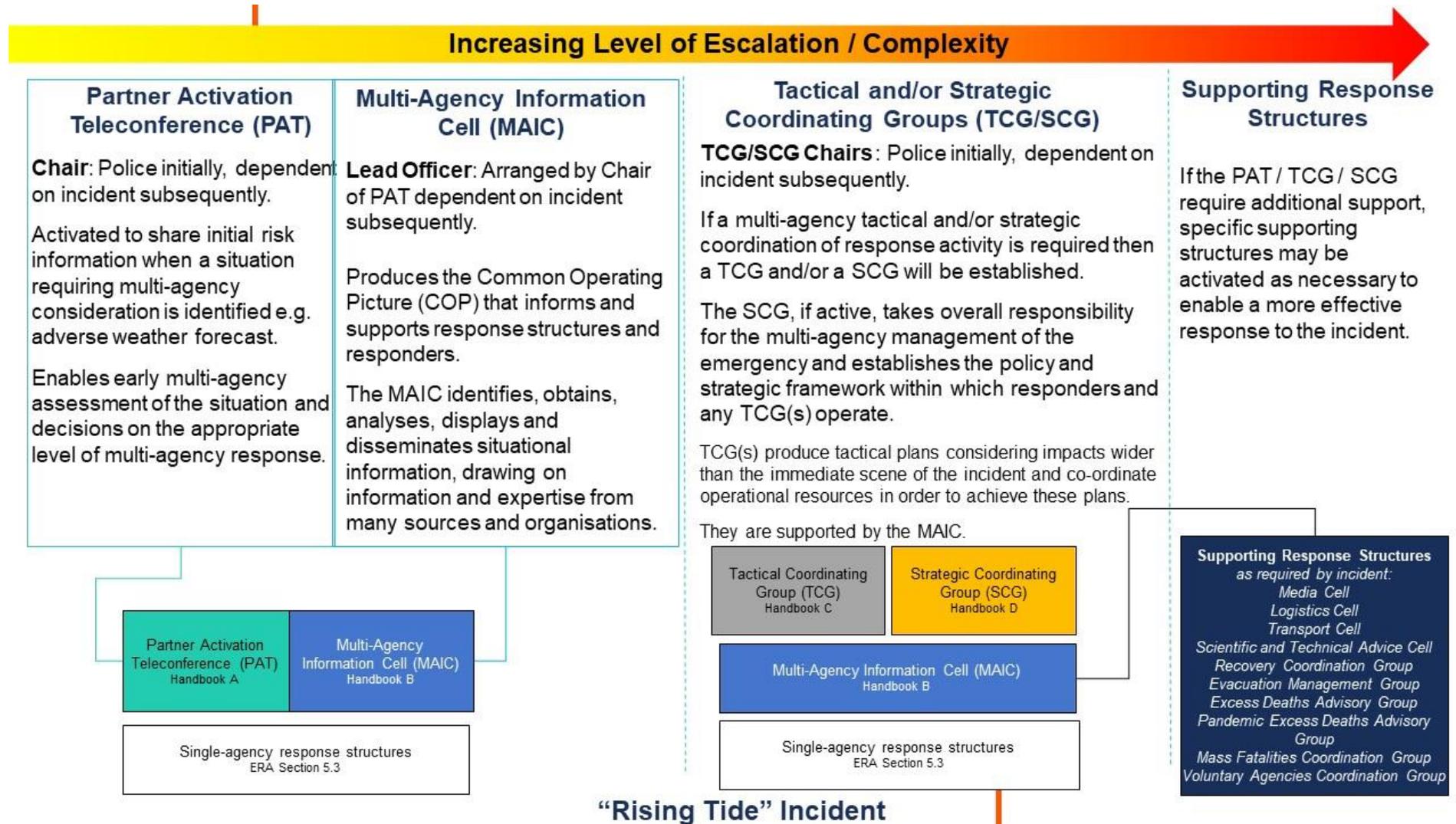


Figure 6: Activation and Escalation Summary for a “Rising Tide” contained within the LRF Emergency Response Arrangements document

## 10.2 How the Council fits into a Multi-Agency Response

During a multi-agency response to an incident, it is important that the appropriate level staff member attends the relevant part of the response structure. The council needs to be represented by someone who has the authorisation to make decisions and incur financial expenses on behalf of the council. The table below shows who would be expected to attend which level for the council:

Level of Response	Who would be expected to attend
Island/LRF Partners Activation Teleconference	Emergency Management supported by: <ul style="list-style-type: none"> <li>• Relevant services area(s)</li> <li>• SDO or relevant senior manager if required</li> <li>• Duty Media Officer or nominated representative from the team</li> </ul>
Island Tactical Coordinating Group (ITCG)	SDO/relevant senior manager/Silver Group Chair supported by: <ul style="list-style-type: none"> <li>• Emergency Management as the Tactical Advisor</li> <li>• Any council staff who are ITCG Cell Managers i.e. ARC/ Logistics / Community etc.</li> <li>• Duty Media Officer or nominated representative from the team</li> </ul>
Strategic Coordinating Group (SCG) including Strategic Coordination Centre (SCC)	Relevant Director/ Gold Group Chair supported by: <ul style="list-style-type: none"> <li>• Emergency Management as the Strategic Advisor</li> <li>• If the council is chairing an Island Tactical Coordinating Group, then the chair will need to attend as well to provide an update to the SCG</li> </ul>

Figure 7: Council staff attendance at the different levels of a multi-agency response

## 11 Military Aid to Civil Authorities (MACA)

Military aid can only be requested through an SCG, once a major incident has been declared.

Requests for military aid, which should include the following key information:

- The desired effect;
- Time expected on task;
- Acceptance of financial responsibility; and
- Acceptance of liability

They should be submitted through the Joint Regional Liaison Officer or their representative at the SCG, as per the Joint Doctrine Publication 02 (4<sup>th</sup> Edition). The JRLO will provide a standard template for the request.

Initially a Military Liaison Officer or Team (MLO / MLT) will provide advice on military capabilities and resources available to support. This may have already been communicated through the JRLO or other service equivalent. A Military Assessment Team (MAT) may be deployed to advise on the military capabilities and resources that could complement that of the multi-agency response.

### 11.1.1 MACA principles

MACA may be provided where:

- there is a definite need to act and the tasks the Armed Forces are being asked to perform are clear;
- other options, including mutual aid, commercial alternatives and the voluntary sector have been discounted;
- the civil authority lacks the necessary capability to fulfil the task and it is unreasonable or prohibitively expensive to expect it to develop one; or
- the civil authority has all or some capability, but it may not be available immediately, or to the required scale, and the urgency of the task requires rapid external support from the MOD

The consideration of military aid is to be made at the earliest opportunity within the SCG, allowing the MOD to enable the appropriate assets within an acceptable time frame.

Examples of military aid available to the council are the provision of:

- Manpower to support sandbagging operations;
- Manpower and equipment to support an evacuation;
- Logistical advice in respect of moving people and freight, to and from the Island;

- REDACTED

In respect of costs, the military will charge for consumable costs: items such as subsistence, fuel, or travel costs. Further details on the charging policy are contained within Section 4 of the Joint Doctrine Publication 02 (4<sup>th</sup> Edition).

## 12 Recovery

### 12.1 Introduction

Recovery is the process of rebuilding, restoring, and rehabilitating the community following an emergency, but it is more than simply the replacement of what has been destroyed and the rehabilitation of those affected. Recovery is an integral element of emergency management and whilst it is distinct from incident response, it is a complementary and concurrent activity.

The National Recovery Guidance<sup>10</sup> provides comprehensive advice on dealing with the recovery phase of an emergency. This section of the document sets out a scalable approach to the way that the council can structure its recovery activities and feed into the wider Hampshire and Isle of Wight Local Resilience Forum (HIOW LRF) recovery structures where established.

The council will be responsible for facilitating the recovery process on the Island, (except in specific responses where the relevant technical agency would take the lead). Any incident may have longer-term consequences requiring direction and management, especially if residents are evacuated from their homes for longer than 24 hours etc. Therefore, it is important that recovery is considered as early as possible during the response phase. For example, if there is a hi confidence forecast from the Met Office & Environment Agency that impacts from adverse weather will be significant but very short lived, the first Silver Group meeting should include a discussion about setting up a Recovery Cell, even before the council starts responding.

To ensure that this occurs, recovery forms part of the agenda for both the Silver and Gold Group meetings (see the respective handbooks); and a Recovery Cell will be set up as part of any response structure as shown in the figure 5 in section 6.4.1 of this document.

The way recovery looks can vary depending on the nature and scale of the incident. It should also be recognised that the pace at which recovery moves across the Island can vary, with the potential for some areas to remain in, or move back into response, while others are in recovery.

If an incident only affects the Island, then the multi-agency recovery activities will be managed through the council's Recovery Cell in accordance with the Recovery Cell Handbook and the HIOW LRF Multi Agency Recovery Framework (previously the Community Recovery Plan), bringing in multi-agency partners as necessary to ensure a partnership approach.

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<sup>10</sup> Published by the Cabinet Office and available at <https://www.gov.uk/national-recovery-guidance>

## 12.2 Role of the council Recovery Cell

The role of the Recovery Cell is to direct and co-ordinate council activities. This will include close liaison between council service areas and with partner organisations involved such as the emergency services and health organisations.

During the response it will be the responsibility of either the Silver or Gold Group (depending on the level of the response) to consider which Directorate is best placed to manage the recovery phase. Once agreed, this will be communicated to the Strategic and Service Directors who will lead the recovery cell as they will be responsible for setting up the cell to start putting in place the necessary resources or arrangements to manage any recovery activities.

The Silver Recovery Lead role will be filled by a Service Director who will act as the Recovery Cell Chair. The Gold Recovery Lead will be filled by a Strategic Director and will be the overall recovery point of contact for MPs, Councillors, Town, Parish, and Community Councils as well as will feed into the Corporate Management Team to advise on progress and work with other Strategic Directors to ensure that the Recovery Cell is adequately resourced.

It is important that the Councillors, Town, Parish, and Community Councils are notified who the nominated recovery leads are and how they can communicate recovery issues with the cell.

Further details on Recovery can be found in the Recovery Cell Handbook.

## 12.3 Recovery Cell Membership

The nominated Service Director acting as the Recovery Cell Manager will assume responsibility for managing the recovery phase, supported by:

- Gold Recovery Lead (see section 12.2 for further details)
- Services involved in response activity i.e. Adult Social Care and Housing, Highways, Children's Services, HR, and the Communication & Engagement Team,
- Business Centre
- Finance
- Legal
- An Information Officer

A representative from the Emergency Management Team will (where possible, subject to any wider response activity still occurring) act as a tactical advisor on any national recovery or other guidance and as the link into any HIOW LRF recovery activities.

It is important that the Recovery Cell Manager (Silver Recovery Lead) and the Gold Recovery Lead work with service areas to ensure the right level of attendance within the Recovery Cell.

Additionally, it is important to note that in some instances there will be staff who were involved in the response but would also be expected to represent within the Recovery Cell. Consideration needs to be given to using nominated deputies to undertake the representation in the recovery phase to reduce the impacts on those staff members who may have involved in the response for a protracted period.

The Recovery Cell will ensure that work streams under the key themes of 'Affected Residents and Health', 'Finance & Economy', Environment, Infrastructure & Logistics' 'Communications & Customer Service', and 'Community' are established to identify and delivery the recovery strategy. Additionally, if council services have been affected then a 'Business Recovery' theme will also be established.

## 12.4 Recovery Strategy

The Recovery Cell should identify at an early stage a strategy which sets out the overall approach to recovery from the incident, with a rationale, recovery parameters and an exit strategy. Successful outcomes should also be identified for example, residents back in homes, road closures and diversions lifted, and environmental health issues addressed which will inform key milestones in the recovery process.

The recovery strategy should be informed by an assessment of needs and opportunities of the areas affected, which may be immediate, medium, or longer term.

Recovery activity will focus around people and place, for example:

- Support to evacuated and affected residents, including longer term support when evacuees return home
- Work on any incident site(s), such as making safe, clean up, road and pavement repairs
- Road and bus diversions
- Environmental and public health issues
- Advice to affected businesses
- Internal and external communications
- Provision of liaison officers to affected sites
- Recovery of council services if affected
- Longer term recovery activities to mitigate or create resilience i.e. community emergency plans and property level floor resilience and resistance measures

Depending on the focus and extent of the incident it may be necessary to establish sub-cells to manage a particular issue. If evacuated residents are placed in temporary

accommodation, or there are complex issues that require cross council support to resolve then the Affected Residents Cell set up as part of the initial response will be asked to remain stood up throughout the recovery phase.

The Recovery Cell should meet at least daily, or a different frequency as determined by the cell members, until the situation has stabilised and can be handled by individual services as part of their business-as-usual arrangements.

Further information on the Recovery Cell including an Agenda for the Recovery Cell meetings and Action Cards can be found in the Recovery Cell Handbook.

## 12.5 Role of Councillors in Recovery

Councillors have an important role in the recovery process. They can feed back areas of concern to the Recovery Cell and disseminate credible advice and information back to the community. Often, they are involved with many other aspects of community life and can be a valuable source of help and specialist advice. Key roles include:

- A focus for community concerns
- Identifying problems and vulnerabilities that may require priority attention
- Support to recovery teams working in their area
- Enhancing community liaison
- Visiting affected people
- Consultation on rebuilding and restoration work
- Assisting with VIP visits
- Focal point for messages to the public and media
- Liaising with other Councillors and Politicians (MPs, MEPs)
- Assisting with public meetings and consultations
- Scrutiny process

## 12.6 Role of Town, Parish, and Community Councils in Recovery

It is important that the community has a voice in the recovery process. Whilst Councillors will act a link with their community, there is a role for the Town, Parish, and Community councils in addition to this to act a link with their affected communities to gather recovery intelligence and disseminate information to communities. This engagement would be facilitated through the Silver Group's Community Cell which would also support the Recovery Cell as a workstream.

## 13 Stand Down and Debrief

### 13.1 Stand Down

Depending on the level of response initiated, either the Silver or Gold Group Chair will issue the instruction to stand down following the completion of the response. The Emergency Management Team will communicate this to all staff and external organisations that have been involved in the response.

### 13.2 Debrief

The purpose of debriefing is to allow the participants in incident or exercise to communicate their experiences so that best practice can be shared, and recommendations can be made for improvements to response and recovery arrangements.

A debrief specifically for the response to the emergency, and a separate one for any recovery activities will be co-ordinated by the council's Emergency Management Team, in line with the Hampshire and Isle of Wight's Local Resilience Forum Debriefing Guidance.

The debrief process will consist of a range of information collection methods including but not limited to:

- An informal post-it note facility within the ECC, and any supporting cells utilised throughout the response;
- A hot debrief immediately after the instruction to stand down for the groups and cells activated facilitated by the Emergency Management Team and/or the cell managers;
- Where considered necessary and in line with the HIOWLRF Debriefing Guidance A structured debrief which will take place after the response to and recovery from the emergency in accordance with the timescales set by the Emergency Management Team.
- Engagement with the community through the Town, Parish and Community Councils and others to understand needs and challenges within the response and/or recovery which may need to be addressed within response and recovery arrangements.

All council service areas involved in the response (this includes recovery) will be required to contribute to the debrief process following either an exercise or response. Following the receipt of debrief responses, the Emergency Management Team will compile a debrief report and related action plan. This debrief report will be submitted

to the Corporate Management Team within a quarterly update by the council's Resilience Manager.

Service areas will be expected to work with the Emergency Management Team to address the learning by completing any actions and recommendations arising from the debrief report either in subsequent reviews of this document, specific response or recovery arrangements or individual service area policies, delivery, and business continuity plans.

Debrief lessons will also be fed into multi-agency debriefs where relevant to do so.

The lessons identified will be accompanied by a set of actions to embed them into the organisational learning, which may include amendments to council emergency plans or incorporation into training and exercising programmes.

# 14 Appendices

## 14.1 Appendix 1 – EMDO Response Agenda - **HYPERLINKS REDACTED**

Emergency Management Team Response Agenda			
1	<b>Immediate EMDO actions</b> – Gather information, commence log, consider level of response - see IWC ERRA section 4.7 page 11 for guidance		
2	<b>Consider IMMEDIATE support / notification required</b> – other members of the EM Team, ERVs, SDO, relevant service area manager, Coms Team, Resilience Manager, CX, Relevant Councillor see IWC ERRA section 4 for guidance/ ERV Database		
3	<b>Determine location from which to co-ordinate the response</b>		
4	<b>What needs to be done immediately</b> – Prioritise actions identified in item 2, EMDO Action Report can be found here and create response folder here		
5	<b>Complete immediate actions identified above</b>		
<b>Ongoing gathering information and intelligence and issuing of updates</b>			
6	<b>Obtain updates for affected services /organisations / response frameworks (IPAT/ITCG/SCG etc.) and issue update within IWC as appropriate</b> – What has happened, what is happening now, what is being done about it, forward look		
7	<b>Consider sharing update with other agencies</b> - if IWC response only		
8	<b>Consider other service areas / agencies / Cat2s who should be engaged with</b>		
<b>Assess Risks and Develop and implement a strategy – examples as a guide</b>			
9	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <p><b>Consider at what level this should take place (EMDO, EMDO plus affected service area(s))</b></p> <ul style="list-style-type: none"> <li>• Protect life, property and the environment</li> <li>• Maintain shared situational awareness across council service areas and partners</li> <li>• Safeguard and prioritise the vulnerable</li> <li>• Regularly evaluate threats, hazards, vulnerabilities, and actions</li> <li>• Provide accurate and timely information to inform and protect communities</li> </ul> </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> <li>• Ensure that Statutory responsibilities are met Maintain and restore critical services</li> <li>• Maintain services at an appropriate level</li> <li>• Promote and facilitate community self-help</li> <li>• Ensure that all tactical decisions made, and the rationale behind them, are documented.</li> <li>• Make de-briefing facilities available and de-brief the relevant operational officers</li> <li>• Facilitate Community Recovery</li> </ul> </td> </tr> </table>	<p><b>Consider at what level this should take place (EMDO, EMDO plus affected service area(s))</b></p> <ul style="list-style-type: none"> <li>• Protect life, property and the environment</li> <li>• Maintain shared situational awareness across council service areas and partners</li> <li>• Safeguard and prioritise the vulnerable</li> <li>• Regularly evaluate threats, hazards, vulnerabilities, and actions</li> <li>• Provide accurate and timely information to inform and protect communities</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that Statutory responsibilities are met Maintain and restore critical services</li> <li>• Maintain services at an appropriate level</li> <li>• Promote and facilitate community self-help</li> <li>• Ensure that all tactical decisions made, and the rationale behind them, are documented.</li> <li>• Make de-briefing facilities available and de-brief the relevant operational officers</li> <li>• Facilitate Community Recovery</li> </ul>
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<b>Consider Powers, Policies and Procedures</b>			
10	<b>Emergency Plans</b> - Consider and refer to plans which are relevant to the response <i>IWC ERRA IWC Rest Centre Procedures LRF ERA Council's Evacuation and Shelter Arrangements</i>		
11	<b>Communication</b> - If Coms are being engaged with agree Media Strategy for Staff, Members, Residents, the Public and Local Media. Who will deliver this? If asked, what should responding staff say to the public/ media? Consider activation of Communications Cell in accordance with IWC ERRA See section 6 and the relevant Handbook		
<b>Identify Options and Contingencies</b>			
12	<b>Ensure tactical decisions are made and implemented for both the response and the framework within which the response will be managed</b> - With regards to the framework consider sustainability of the staff involved (EMDO, SDO, Cells activated in line with the IWC ERRA Section 6) – do you need to implement a shift pattern, do arrangements for welfare (food / rest) need to be implemented		
13	<b>Recovery</b> - Considerations in line with level of response		
<b>Take Action and Review What Happened</b>			
14	<b>Allocation of tactical actions</b> - From item 1, ensure all understand shift timings		
15	<b>Communication with higher command / co-ordination structures (if activated)</b> - Determine / understand the reporting Schedule for reporting up or down / within and outside of the organisation, within the response framework		
16	<b>Any other Considerations</b>		
17	<b>Determine review timescales of this agenda</b> - In line with the tempo of response, milestones, reporting schedules and shift time		

Working Together, Saving Lives, Reducing Harm

## 14.2 Appendix 2 – Joint National Decision Model

When commanders from different responding agencies arrive at the scene of a major incident, it is essential they can quickly establish what is happening around them and jointly agree a plan of action.

One of the difficulties facing commanders from different organisations in a joint emergency response is how to bring together the available information, reconcile objectives and then make effective decisions together. The Joint Decision Model (JDM), shown below, has been developed to enable this to happen.

As a fundamental part of the JESIP Joint Doctrine, the Joint Decision Model below provides a common and consistent model that will allow operational and tactical commanders to make effective decisions together.

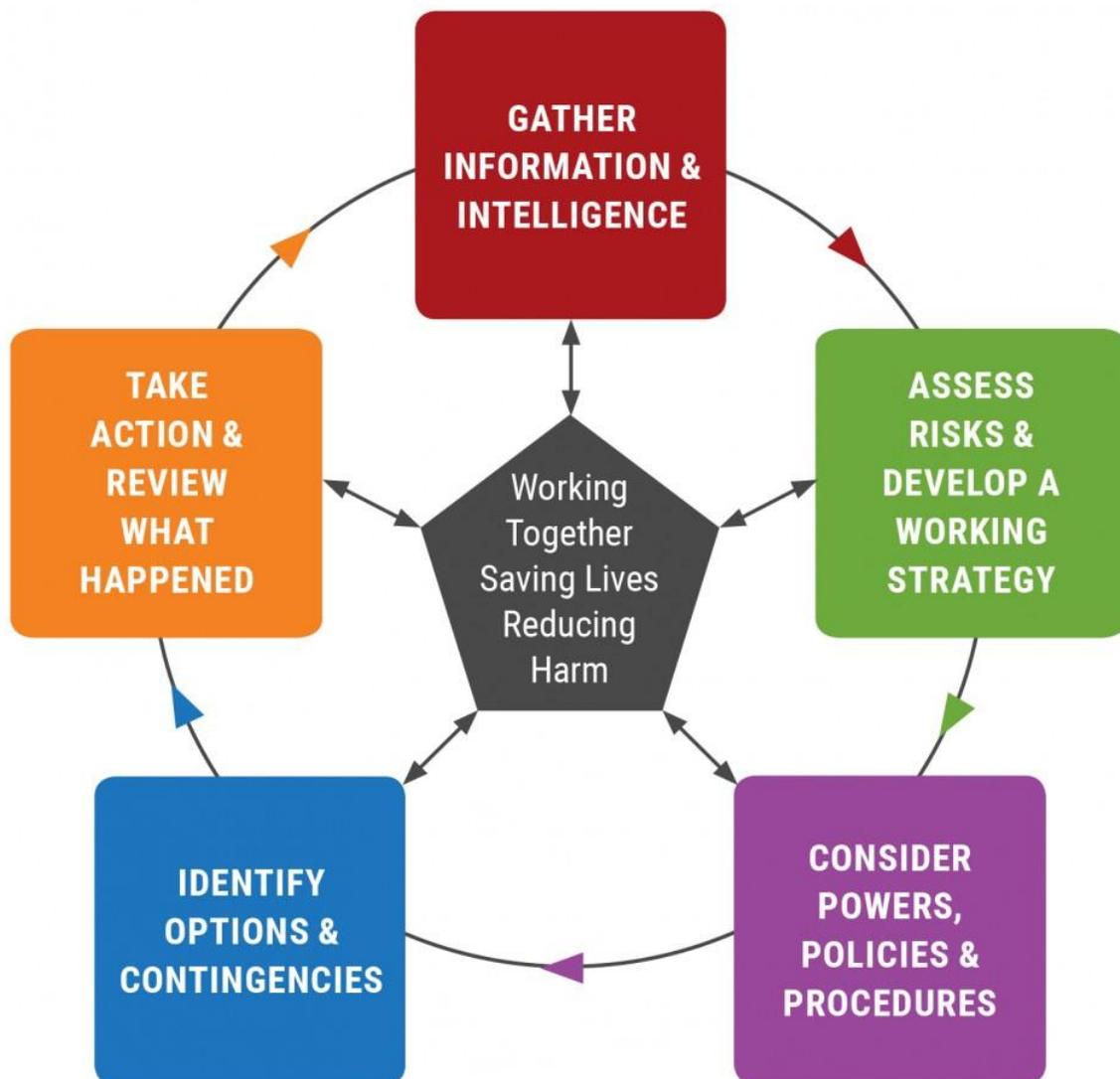


Figure 8: JESIP Joint Decision Model

### 14.3 Appendix 3 – Acronyms

ARC	Affected Residents Cell
CCA	Civil Contingencies Act 2004
CMT	Corporate Management Team
COMAH	Control of Major Accidents and Hazards
DEFRA	Department for Environment Fisheries and Rural Affairs
ECC	Emergency Control Centre
EMDO	Emergency Management Duty Officer
ERRA	Emergency Response and Recovery Arrangements
ERV	Emergency Response Volunteer
HIOW LRF	Hampshire and Isle of Wight Local Resilience Forum
HR	Human Resources
ICT	Information and Communications Technology
HIWFRS	Hampshire & Isle of Wight Fire and Rescue Service
IO	Information Officer
IPAT	Island Partners Activation Teleconference
ITCG	Island Tactical Coordinating Group
IWC	Isle of Wight Council
JDM	Joint Decision Model
JESIP	Joint Emergency Services Interoperability Principles
JRLO	Joint Regional Liaison Officer (Military)
LO	Liaison Officer
LRF	Local Resilience Forum
LRF ERA	Local Resilience Forum Emergency Response Arrangements
LRF PAT	Local Resilience Forum Partners Activation Teleconference
MAT	Military Assessment Team

MEP	Member of European Parliament
MLO	Military Liaison Officer
MLT	Military Liaison Team
MoD	Ministry of Defence
MP	Member of Parliament
NHS	National Health Service
PAT	Partners Activation Teleconference
PFI CMT	Private Finance Initiative Contract Management Team
PPP	Public Private Partnership
RCG	Recovery Coordinating Group
SCG	Strategic Coordinating Group
SDO	Senior Duty Officer
SITREP	Situational Report
TCG	Tactical Coordinating Group
VIP	Very Important Person