

ISLE OF WIGHT COUNCIL

EMERGENCY RESPONSE AND RECOVERY PLAN

REDACTED VERSION

Issued by: Emergency Management Team

Issue No: Version 4 (Redacted Version)

Date Issued: 20 August 2021

Review Date: 20 August 2024

FOREWORD

The Emergency Response and Recovery Plan describes the procedures and structures to be used by the Isle of Wight Council (herein referred to as 'the Council') in the response and recovery phases to emergencies and major incidents on the Isle of Wight.

It focuses on the roles and responsibilities of the Council within a coordinated response of a number of agencies to an emergency or major incident.

The Emergency Response and Recovery Plan is a generic response plan required by Category 1 Responders under the Civil Contingencies Act 2004.

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AMENDMENTS AND PLAN MAINTENANCE

Amendment Schedule

The plan content will be reviewed every three years by the Isle of Wight Council Emergency Management Team, or more frequently if required, subsequent to one of the following:

- Lessons identified from any incident or exercise
- Significant organisational change
- Changes to the HIOW LRF Emergency Response Arrangements
- Changes in legislation or government guidance
- Changes that affect the aim or scope of the plan

Amendment List

Version Number	Page Number	Amendment Details	Date Amended
REDACTED	REDACTED	REDACTED	REDACTED
REDACTED	REDACTED	REDACTED	REDACTED
REDACTED	REDACTED	REDACTED	REDACTED
REDACTED	REDACTED	REDACTED	REDACTED

Exercise/ Incident Validation Schedule

Date	Title of Exercise/ Incident	Type of Exercise / Incident	Organiser	Attendees
13 April 2017	Silver Athena	Table Top	Emergency Management	REDACTED
2020/2021	COVID-19	Pandemic	N/A	REDACTED

Distribution List:

This plan is available in a redacted form to all Council staff through the Council's intranet and is available to the Emergency Management Team, Senior Duty Officers, and key Council service areas in electronic format as an OFFICIAL SENSITIVE document.

SECTION 1: INTRODUCTION

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

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

1.1 Civil Contingencies Act 2004

The Civil Contingencies Act 2004 (herein referred to as 'The Act'), 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 NHS bodies). They have the following duties:

- 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
- Cooperation and information sharing between local responders
- 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, clinical commissioning groups. They have a duty to cooperate and share information with Category 1 Responders.

1.2 Risk Assessment

The risk assessment for this Plan can be found in the Hampshire and Isle of Wight Local Resilience Forum Community Risk Register. An up to date copy of this can be located at:

<https://www.hants.gov.uk/community/localresilienceforum>

Alternatively, further information may be requested from the Emergency Management Team.

1.3 Aim

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

1.4 Objectives

The aim will be achieved through the following objectives:

- Define the circumstances when the plan should be activated;
- Define activation and notification arrangements;
- Define the Isle of Wight Council roles and responsibilities;
- Define Multi-Agency roles and responsibilities where appropriate;
- Outline resident information and media arrangements;
- Outline administrative, legal and financial arrangements;
- Outline recovery arrangements;
- Describe how this plan links together with other emergency plans, such as task specific plans, statutory plans and service areas business continuity arrangements

1.5 Scope of the Plan

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

1.6 Security Classification

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.

SECTION 2: PLAN ACTIVATION

2.1 Definition of an emergency

The Act defines an emergency as

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

2.2 Emergency Response Test

To constitute an emergency, as defined by the CCA, a situation must pose a considerable test for an organisations ability to perform its functions. In order to ascertain what level of response is required, the CCA offers guidance in the form of two tests, one of which must be met; these are suggested triggers for the activation of this plan;

1) Where the incident would be likely to seriously obstruct a Category 1 Responder (The Council) in its ability to perform its functions

2) Where the Category 1 Responder (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

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 is likely that the Council may identify the incident as a major incident and look to coordinate its response with other Category 1 and/or 2 Responders.

The current Major Incident definition is:

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

When considering the declaration of a major incident are the actual or potential for the council the following will be considered.

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

During the initial stages of an alert, or on receipt of information regarding an emerging risk the Council can liaise with other Category 1 and 2 Responders to determine the level of response required.

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 8 regarding multi agency response arrangements).

2.3 Levels of Response

Depending on the nature of the incident differing levels of response may be required. It maybe 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 a number of days or even weeks.

In order 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

Levels of response:

1. Business as usual
2. Limited;
3. Coordinated;
4. Major incident
5. Stand down and Recovery

See over the page for an overview of the different levels of response:

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

Figure 1: Overview of the Council's Levels of Response

2.4 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**.

REDACTED

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 a large number of 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 gold and silver levels from this rota at short notice during a response. For planned events and known periods of risk (such as the winter period) the gold and silver levels will already be established on the rota.

2.5 Initial Notification

The notification of an incident requiring a Council Response may come from the Emergency Services, other agencies or the public.

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:

- 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

2.6 Plan Activation Flowchart

The figure below shows the plan activation process following the initial notification of an incident

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Figure 2: IWC Emergency Response and Recovery Plan Activation Flowchart

2.7 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 Officers 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 Plan, and any supporting plans as required
- Manage 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

SECTION 3: ROLES AND RESPONSIBILITIES

All Council staff have a role to play in a response to an emergency or major incident. Staff may by virtue of their post 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 of roles and responsibilities from the Council's corporate role and responsibilities to that of key teams, service areas, senior and corporate managers and Councillors during response.

3.1 Council's Corporate Role and Responsibilities:

As a unitary authority, the Isle of Wight 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.

Particular responsibilities include¹:

- 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;

¹ 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>

- 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 help-lines 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 1985² 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;
- 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.

3.2 Key Council Service Areas:

A number of service areas within the Council have a predefined role when responding to emergencies, specifically but not limited to;

Emergency Management:

- Acting as the initial point of contact for organisations and agencies when planning for and responding to emergencies (See section 2.7) Put in place response structures commensurate with the level of response required (as noted in this plan)
- Provide continued support to the SDO, relevant senior manager, Silver or Gold Group throughout the response to the emergency (See section 4.1 for information relating to Gold and Silver arrangements)
- Facilitate access to multi-agency contacts and response structures as required in accordance with IRF, LRF and other organisation/agency response plans (See section 8 for details of multi-agency response arrangements)
- Provide continued support to the Recovery Cell members
- 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

Communications Team:

- Provide advice about communications to the public in an emergency situation and develop a communications strategy, if required
- Facilitate member engagement through either the SDO, relevant senior manager, Silver or Gold Group Chair as required
- Issue press releases and update social media and Iwight.com
- Liaise with local media and respond to related enquiries
- On-site media management as required
- Liaise with partner communications teams, participating in IRF and LRF media cells
- 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

Public Health:

- Lead the council's response to a Pandemic Influenza response in line with the Council's Pandemic Influenza Response Plan
- Provide advice on any public health considerations arising from a rising tide or rapid onset emergency
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

Adult Social Care and Community Well-being:

- Maintain services and the provision of alternative arrangements at any adult Social Services residential establishment affected by the emergency
- Coordinate residential admissions from the community where necessary, using public and private service providers
- Liaise with hospitals in the event of accelerated release of patients into the community and identifying subsequent requirement for domiciliary support
- Identify and maintain support to vulnerable members of the community, including safeguarding arrangements
- Provision of an out of hours service
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

Homelessness Team:

- Consider any special housing arrangements or resources required during a response based upon information held by the Council
- 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 plan
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

Children's Services:

- Maintain services and the provision of alternative arrangements at any children's Social Services residential establishment affected by the emergency

- Identify and maintain support to vulnerable members of the community, including safeguarding arrangements
- Provision of an out of hours service
- 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
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

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
- 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 Scheme² or other compensation schemes
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

Recreation and Public Services:

- Instigate closures and/or diversions of public rights of way (not included in the PFI project network) as required in emergency situations
- Provide facilities as and when required as rest centres
- Provide a staffing resource as required
- With others through bereavement services to 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

Commercial Services:

- Mobilisation and coordination of council and contractors' resources in a shoreline response incident (further details in the Council's Marine Pollution Response Plan)
- Implement Council Harbour Emergency Plans as required
- Provide emergency spaces in council car parks as required
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

Health, Safety and Welfare Team:

- 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 6 of this plan
- Take part in recovery activities as required

² 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-2013-to-2014-guidance>

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

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

Licensing

- Provide advice on issues relating to Licensed premises including large events
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

ICT

- Facilitating changes to the intranet and iwight.com
- Providing an increased level of ICT support to responding service areas
- Supporting the setup of the Emergency Control Centre
- Supporting the setup of video and teleconferencing
- Facilitating changes to telephony services to support effective communication
- Take part in recovery activities as required
- Maintain normal services as far as practicable in accordance with business continuity plans

Facilities Management

- Facilitating security pass access for multi agency partners to council buildings
- Supporting the setup of the Emergency Control Centre
- 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 Roads³:

- 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

³ 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
- 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

Waste Management as delivered by the Council's PFI Contractor – AMEY:

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

3.3 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 10.12 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-%202010.26%20A%20councillor%27s%20guide%20to%20civil%20emergencies_05.1.pdf

3.4 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:

Information Officer	Write and type accurate and legible record keeping documentation
Call Operator	Receive and provide accurate and documented telephone communication
GIS Specialist	Maintain accurate mapping, briefing and information visual displays
Liaison Officer	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

Emergency Control Centre Manager or Deputy Manager	Manage the mobilisation, deployment and co-ordination of resources and the operational functions of the Emergency Control Centre
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Figure 3: Examples of Emergency Response Volunteer Roles

3.5 Voluntary Sector Support

There are a number of 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 response.

3.6 Convergent Volunteers

Convergent volunteers are members of the public with no particular affiliation to any recognised group who may turn up during a response or the recovery phase to assist. 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 through the Emergency Control Centre by the Emergency Management Team or a suitable nominated lead council officer.

SECTION 4: MANAGEMENT OF A COUNCIL RESPONSE

4.1 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 the Council's plan, the following definitions are gold, silver, and bronze are as follows⁴:

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 tier 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 tier 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

4.2 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

⁴ Taken from the Lexicon of UK civil protection terminology found at <https://www.gov.uk/government/publications/emergency-responder-interoperability-lexicon>

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 of coordination from a tactical or strategic perspective

4.2.1 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 an incident site. The relevant team duty officer/service area manager would be in charge of 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 Homelessness Duty Officer and the Duty Filtering Officer may be responding and are coordinated by the EMDO.

The following diagram shows what the response would look like if just operating at the bronze level in a limited or coordinated response situation.

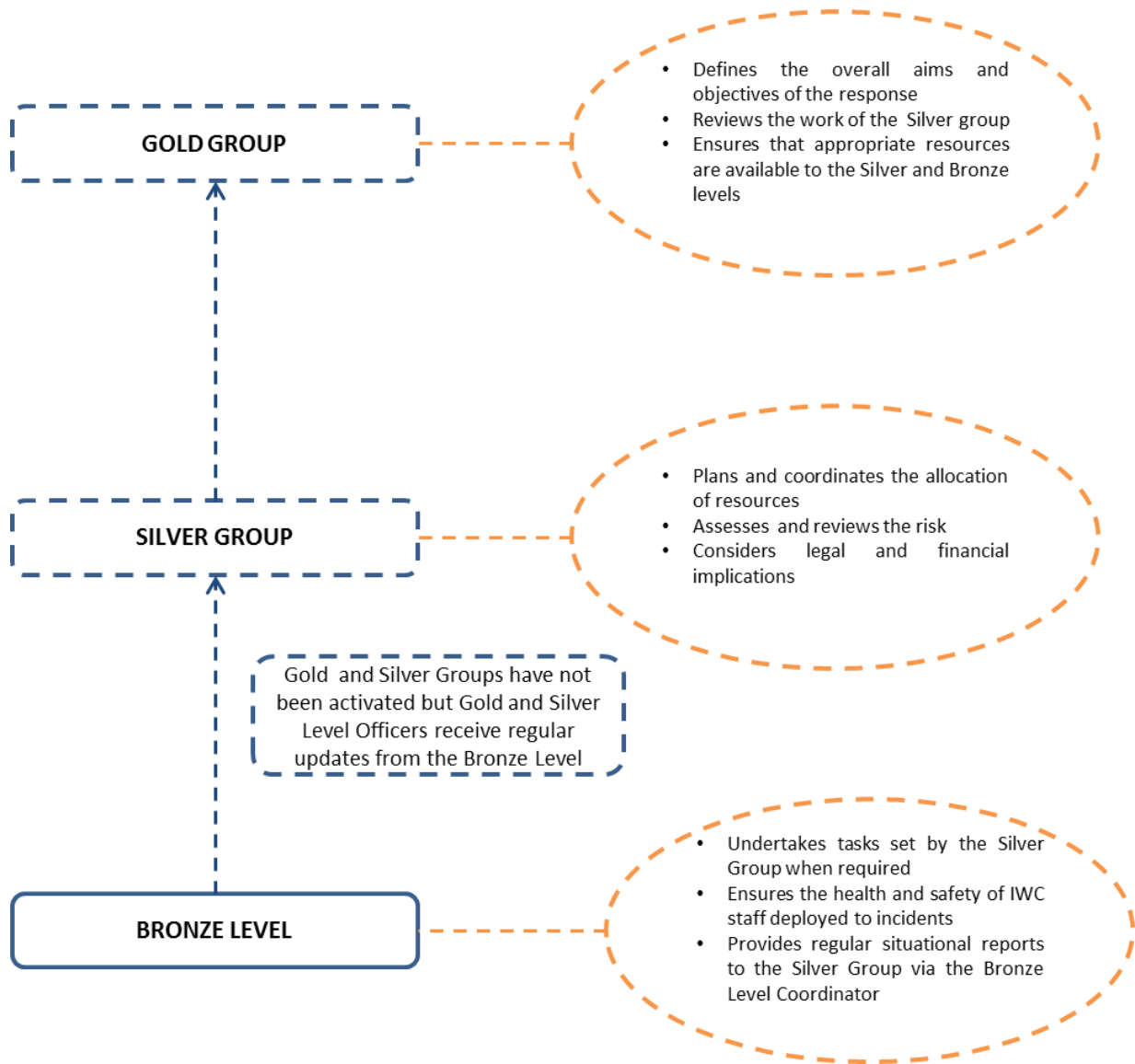


Figure 4: Council Bronze Level response

At this level, the Emergency Control Centre may be open and operated by the Emergency Management Team 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.

4.2.2 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 in order to achieve this. The Silver Group is required to ensure that actions and priorities reflect the overall strategic intent set by the Gold Group 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 senior 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 the majority 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.

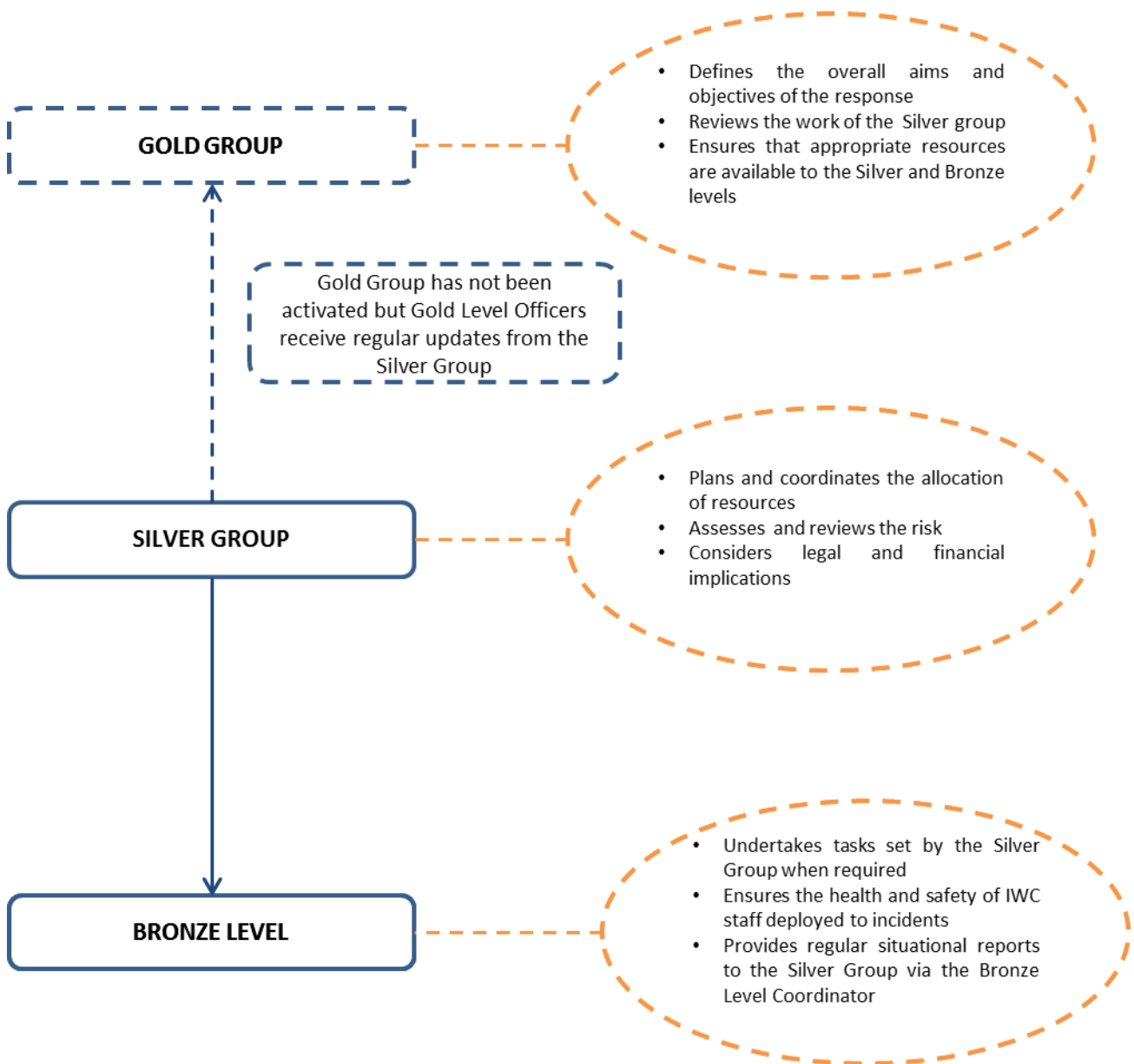


Figure 5: Council Silver Level Response

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:

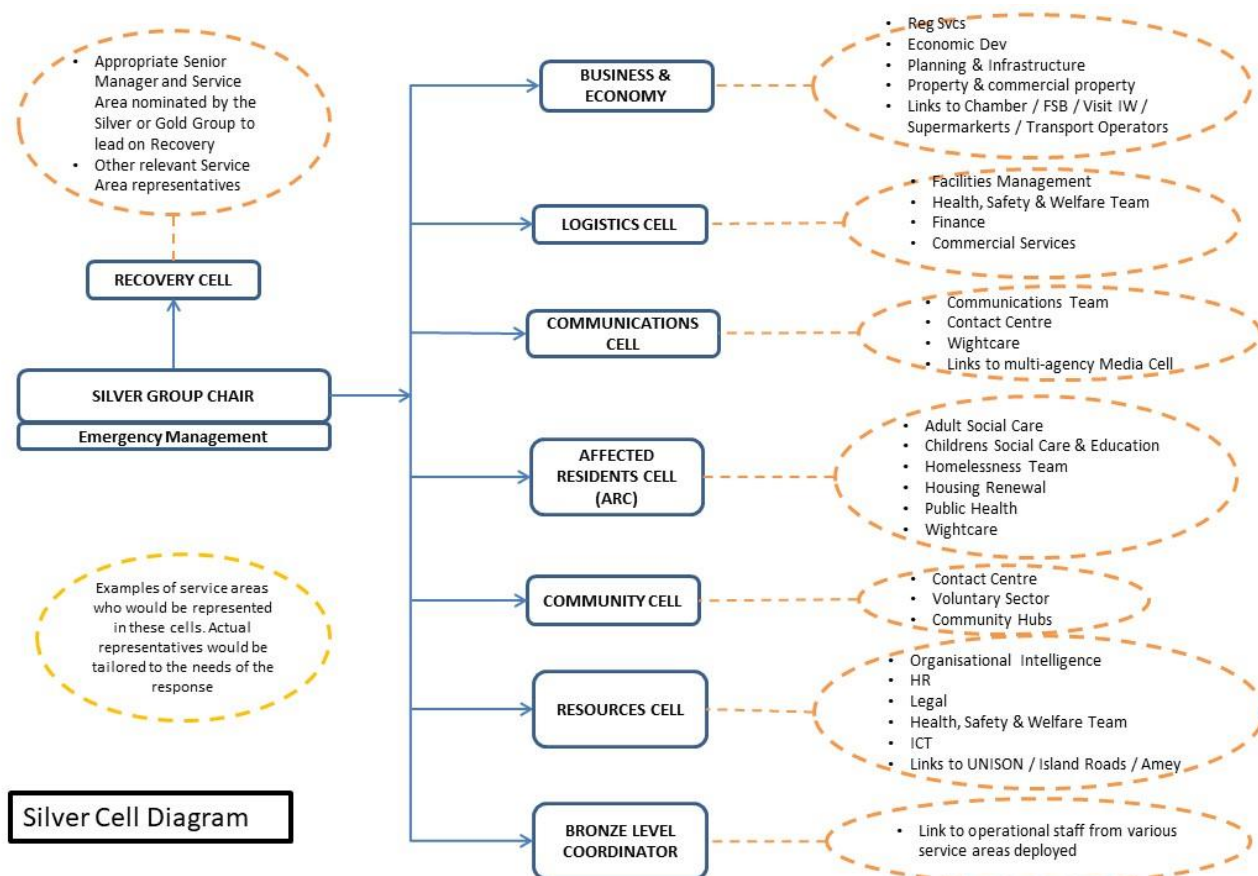


Figure 6: Example of Council Silver Group Cell Structure

4.2.2.1 Role and Responsibilities of the Silver Group Chair:

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

- Support Emergency Management Duty Officer by removing barriers to prompt action
- Determine priorities for allocating available resources
- Plan and co-ordinate how and when tasks will be undertaken
- Obtain additional resources as required
- Assess significant risks and use this to inform operational tasking
- Ensure the health and safety of the public and response participants
- Engage with multi-agency partners
- Provide regular updates to the relevant Director or Gold Group if activated
- Briefing members

The Silver Group Chair will be either the SDO or the relevant senior manager. A meeting agenda and action cards for the Silver Group can be found at Appendix 2.

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 and Councillors (unless delegated to the Gold Commander or Communications Lead) 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 7.5. 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.

4.2.2.2 Silver Cells Roles and Responsibilities:

Logistics Cell:

- To procure appropriate resources to be utilised during a response
- To consider and advise upon any financial implications
- To maintain a log of financial spend
- 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 Tactical Coordinating Group (as identified in the Island Resilience Forum Emergency Response Arrangements)

Communications Cell:

- To consider, advise upon and implement a communications strategy to Council Staff, Councillors, 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 double as an Island Tactical Coordinating Group Cell):

- To consider, advise upon and implement plans, strategies and duties relating to residents and the public affected by the incident which may include:
 - Public Health advice and strategies
 - Adult Social Care plans and strategies
 - Childrens Social care plans and strategies (this may become a sub cell with Education)
 - Education plans and strategies (this may become a sub cell with Childrens Social Care)
 - Housing advice and support
 - Ensuring an integrated response with health partners

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 access to specialist support and welfare arrangements for staff-well being
- 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 liaise with and task the PFI contractors to support the response as required
- To consider and advise upon any legal implications
- To consider and advise upon any insurance implications

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 for providing advice and understanding local impacts
- To facilitate any business grants and funding schemes in conjunction with the Logistics Cell

Bronze level Coordinator:

- To coordinate the activities of one or more service area(s) which are happening and provide regular reports to the Silver level

Community Cell:

- To link to the voluntary sector and community hubs which provide support to residents during incidents
- 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
- Provide a link to the ARC for data on vulnerable persons affected by the incident

The Recovery Cell:

- To be activated and to report to the Silver Group Chair during the response
- To consider the resources required to manage the recovery process following the stand down of the Council response
- 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

Activation of Cells

The SDO/ relevant senior manager 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 SDO 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.

Cell Managers

Cell Managers will be responsible for managing the activities of the cell which include (but not exhaustive):

- Chairing discussions to inform decisions

- Ensuring that the cell has the appropriate level of representation from the relevant service areas
- Ensuring the health and safety of cell members
- Tasking cell members to complete actions
- Reporting on planning and implementation progress to Silver Group chair
- Arranging links between other activated cells for planning and implementation
- Considering and implementing staffing rotas should the incident become protracted to ensure that critical activities can be maintained
- Ensuring that an Action report of key actions and decisions is maintained for the cell at each meeting; and
- Ensuring that a record of financial spend for the cell is maintained and provided upon request to the Logistics cell

The Cell Managers would be expected to undertake the following initial actions:

Completed when added below ✓	Actions:
	Identify location of cell in discussion with cell members if required to be physically located
	Ensure that all relevant services are represented as required
	Provide Health and Safety briefing at initial meeting (related to the building/incident etc.)
	Clarify the actions/tasks set by the Silver Group
	Identify a cell member to maintain the cell Action Report for each cell meeting
	Identify the frequency of cell meetings

Logging and Tracking of Actions/ Decisions and Recommendations

The Cell Manager will need to allocate a cell member to maintain a cell Action Report, for detailing cell decisions / recommendations and tracking the progress of actions. For the Silver and Gold Group a separate decision log template is available for key decisions i.e. those which are likely to be scrutinised at a later date or involve significant financial expenditure. Each Cell has a separate Action Report to complete which are held by the Emergency Management Team.

Stand Down/Move to Recovery

Once the agreement has been made to stand down a cell or the response, the Cell Manager will be responsible for communicating this to all the cell members. It should be noted that as the response moves to the recovery that some cells may still be being utilised.

The role of the Cell Manager may be moved to another service area for the recovery phase and therefore a handover should take place between the incoming and outgoing managers to ensure that all relevant information is passed over, including outlining the relevant contacts for the recovery phase and any business as usual queries.

Debrief

The Cell Manager will be responsible for conducting a cell debrief. This will take the form of a hot debrief once the cell has been stood down after either the response or recovery phase. The Cell

Manager can use post-it notes and/or flip charts when asking cell members to identify 'what went well/what didn't go well/what would you do differently'.

Once the cell debrief has been completed, the Cell Manager will be responsible for ensuring that the debrief outputs are provided to Emergency Management.

Please note that the cell debriefs will not prevent staff from taking part in a council debrief, they are specifically related to the effectiveness of the cell to improve its future operation.

Further details on the arrangements for activating the Communications Cell can be found in Appendix 3 and for the Affected Residents Cell in Appendix 4. These two cells may be activated independently of the Silver Group, where it is appropriate to do so but the full Silver Group structure is not required.

4.2.3 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 is activated in order to provide a strategic framework for the response within which the Silver and Bronze levels will operate. It also ensures that the Silver and Bronze levels have the appropriate level of resources required to maintain the Council's response.

The Gold level will consist of the relevant nominated director acting initially with the ability to call a gold group consisting of all the Council's directors. The Gold Group may sit virtually via MS Teams, teleconferencing or physically in a room allocated as appropriate. A meeting agenda and action cards for the Gold Group can be found at Appendix 5.

For further details on where the Silver or Gold Group may be physically located then please refer to Appendix 6 which also details the arrangements for the set of the Emergency Control Centre.

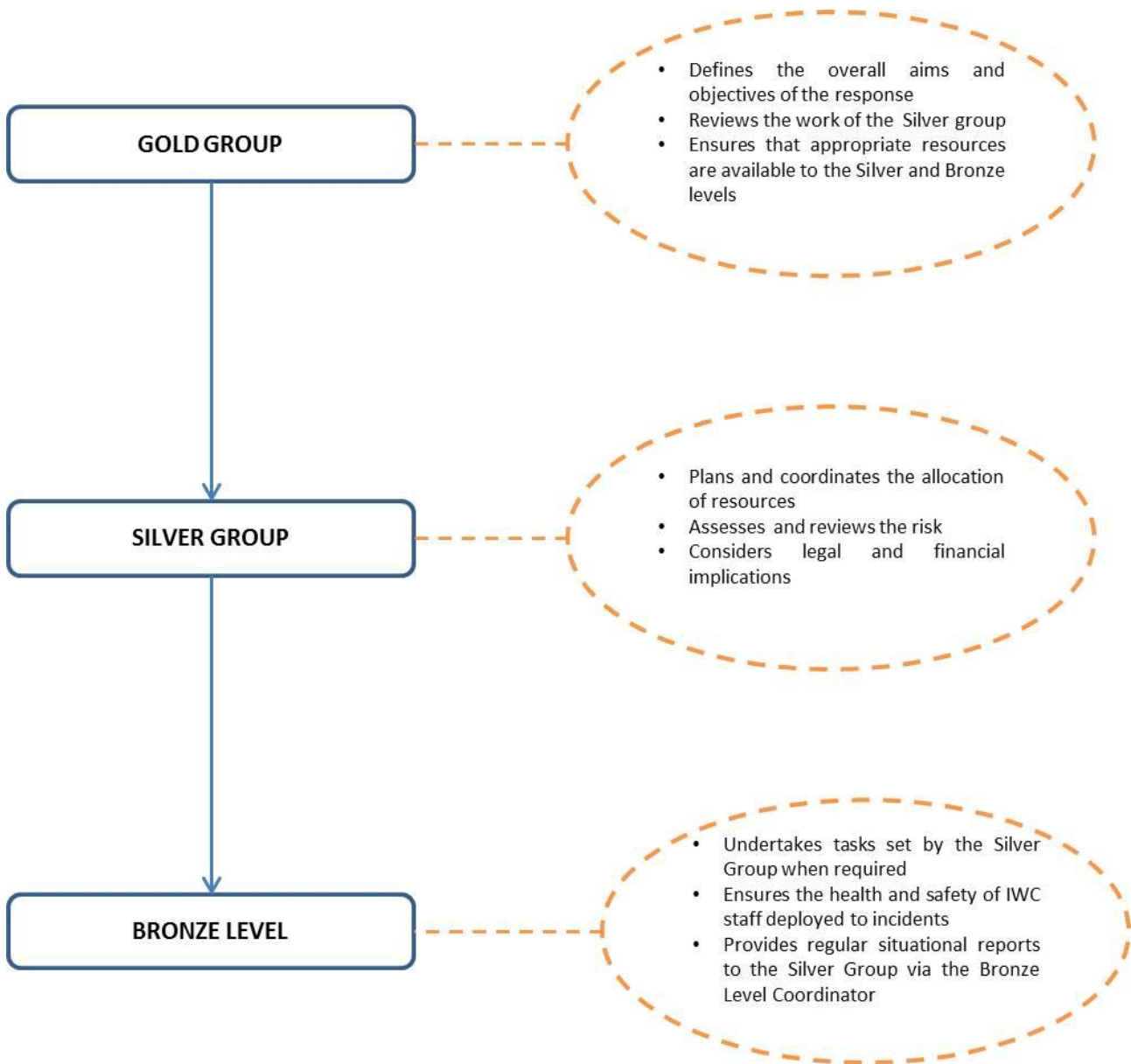


Figure 7: Council Gold Level Response

4.2.4 Meetings:

Location

Initial meetings of the Silver and/or Gold Group may be undertaken virtually through teleconference (see Appendix 9) or video conference via MS Teams. If physical collocation is required then a decision will be made as to the best location with two pre-existing locations identified in section 4.3 below.

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 7.5.

Consideration also needs to be given to enabling actions to be completed between meetings.

4.3 Emergency Control Centre, Silver and Gold Group Physical Locations

Location

Depending on the level and nature of response required it may be necessary to set up the Emergency Control Centre (ECC), from which the Council's response will be coordinated. There are two location options available to accommodate the ECC being:

- **REDACTED**
- **REDACTED**

REDACTED

Further details on how the ECC will be activated and managed including the Silver and Gold Group as well as the facilities available in both locations are contained within Appendix 6.

Who should attend?

This will be the location from which the Silver Group 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.

An ECC Manager will be identified and the Emergency Management representative will provide support initially, drafting in emergency response volunteers 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 3.4 of this document).

4.4 Council Response to Planned Events

Subject to the level of risk (as determined by the Safety Advisory Group or Events Planning Group) or an ongoing response to an emergency prior to and during an event (such as but not limited to the Isle of Wight Festival and Cowes Week Firework Night) the Emergency Management Team can implement bespoke response arrangements commensurate with the type and level of risk. The purpose of these arrangements is to enable the council to manage the impacts of emergency situations resulting from the staging of these events.

The Events Planning Group (EPG) is administered by the Licencing Team and sits to consider and plan any arrangements that council service areas need to put in place around events from a business continuity perspective. These are included in an Operational Plan developed for each event which is written by the Licensing Team.

Appendix 7 contains an example of the response arrangements that could be adapted commensurate with the type and level of risk and put in place should the need arise.

SECTION 5: 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 the 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.

SECTION 6: STAFF HEALTH, SAFETY AND WELFARE

This will be the responsibility of the Resources Cell to provide advice to the Silver Group and service areas as well as make specialist provision available for staff where existing arrangements may not be cover particular needs or have capacity to meet staff needs.

6.1 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.

6.2 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 requires careful management. In order 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 should be made aware of the Council’s employee helpline which offers 24 hours support by telephone, details of which are on the Council’s intranet. If further counselling services are required these can be arranged through the HR Business Partners.

Staff will also, where appropriate, take part in any relevant training offered by the Council via Emergency Management.

SECTION 7: RECORD KEEPING AND COMMUNICATIONS

7.1 Overview

It is essential to keep comprehensive records during an emergency response, whilst information is still fresh, relevant and accurate, in order to:

- Provide evidence for inquiries (judicial, public, technical, inquest, other)
- Assist with any examination of facts of all events, decisions, reasoning and action taken
- Facilitate the debrief process
- Allow lessons to be identified more readily, to drive the review of plans, procedures, training and exercising

7.2 Aim

- To maintain an accurate account of information, during an emergency

7.3 Objectives

- To form part of the overall record of the Local Authority’s response to an emergency
- For initial notification and situation report information received to be recorded in the Initial Notification Log
- For information relayed and actions taken to be recorded in the Action Log
- To undertake a risk assessment for local authority deployed staff and volunteers deployed to incident scene(s) which will be kept under regular review for the duration of deployment
- To be used as a source of information after the emergency for:
- Any subsequent legal inquiry, inquest or other court process
- The debrief process
- The plan review process

- A request under the Freedom of Information Act 2004

7.4 Types of Logs used in a response

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

- Emergency Management log book – used for logging actions and decisions during the response
- Silver and Gold decision logs – used for logging key decisions during a response
- Liaison officer log book – 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

7.5 Briefings

Maintaining good records of actions and decisions in an emergency response also enables the compilation of accurate briefings to staff, councillors, 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 the purpose of 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 or relevant director/Gold Group and the Leader/Deputy Leader of the Council as necessary prior to release.

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, Chief Executives BIG Updates and the Vine. The expectation is that the Director will take the lead on communicating the key messages within their own directorate.

7.6 Financial Expenditure

It may be necessary to commit resources and incur expenditure fairly quickly in order 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 Group or the Gold Group this will be facilitated through the minutes from each group meeting.

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 Claims⁵. 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.

SECTION 8: 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 particular circumstances.

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 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:

⁵ See footnote 3

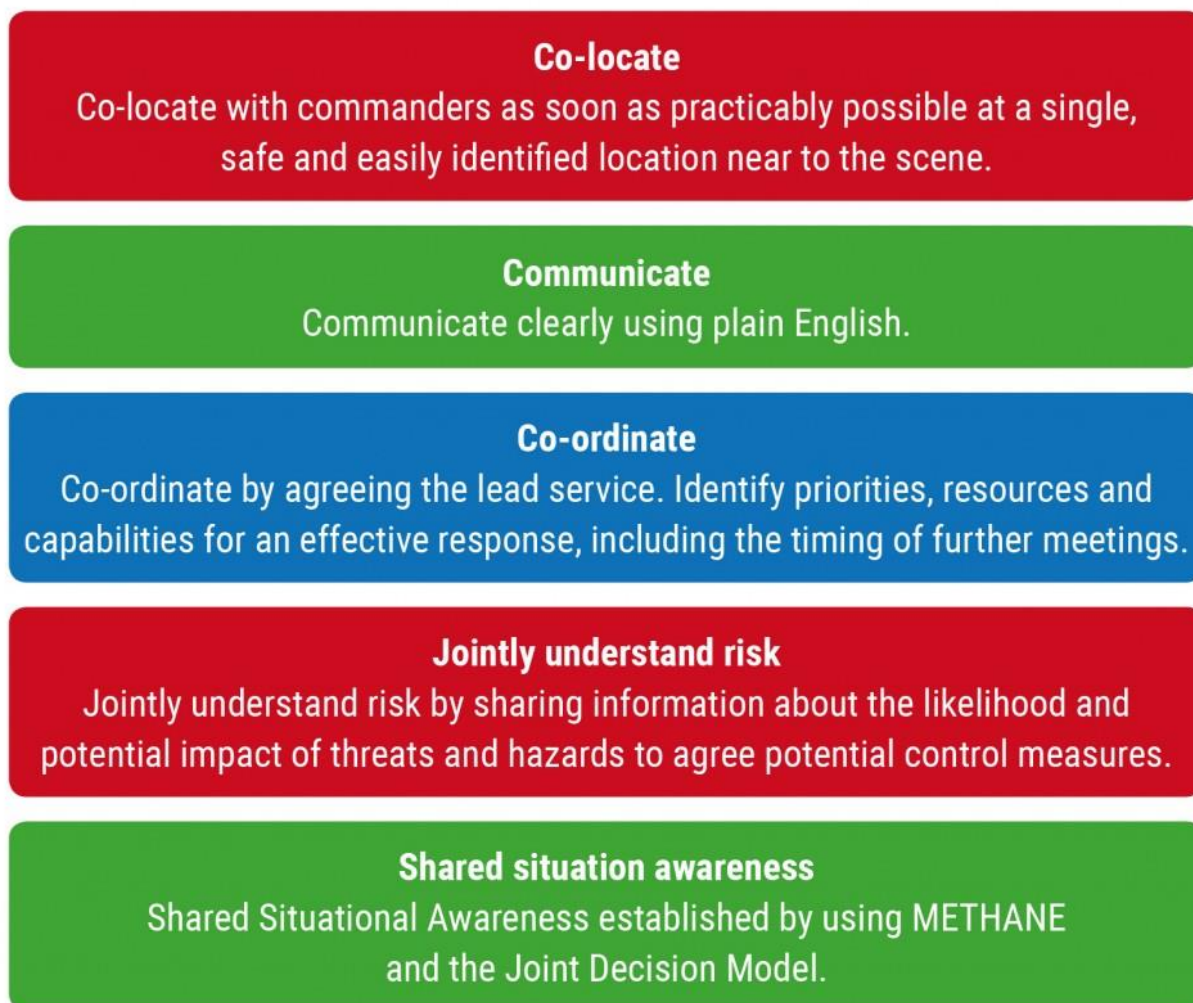


Figure 8: JESIP Principles

This doctrine also includes the Joint Decision Model (see Appendix 8) which provides a common model for joint decision-making.

8.1 Island Resilience Forum Multi-Agency Response Arrangements

As an Island we also recognise that an emergency could only affect us and not the rest of Hampshire. On this basis the Island Resilience Forum (IRF) was set up to specifically concentrate on the risks and challenges faced by Island communities. The work of the IRF is conducted through multi-agency meetings of category 1 and appropriate category 2 responders. The IRF also works closely with the voluntary sector who can be called upon to support either a single agency or multi-agency emergency response.

The relevant generic response plan for the IRF is the Emergency Response Arrangements (IRF ERA) which links into the Hampshire and Isle of Wight Local Resilience Forum Emergency Response Arrangements.

It should be noted that flexibility exists to adapt the arrangements to meet the needs of the response. These arrangements may not necessarily be initiated in the order stated and there may be situations whereby a SCG is sitting in response to an incident affecting the wider HIOW LRF

area, but the response on the Island only requires co-ordination by an IPAT, with appropriate representation from Island Responders.

Additionally, a bespoke Multi Agency Event Emergency Response and Recovery Plan (MAEERRP) is produced for each planned event such as Isle of Wight Festival and Cowes Week which provides further guidance on arrangements for responding on a multi-agency basis to an incident at these planned events.

8.2 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 (HIOWLRF). 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 Constabulary.

The Forum gets together on a regular basis to formulate, prepare, develop and review agreed procedures for the integrated response and an Executive Group which endorses policy and provides the corporate authority for the constituent organisations to plan, train and work together.

The relevant generic response plan for the HIOW LRF 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” and “rising tide” incident:

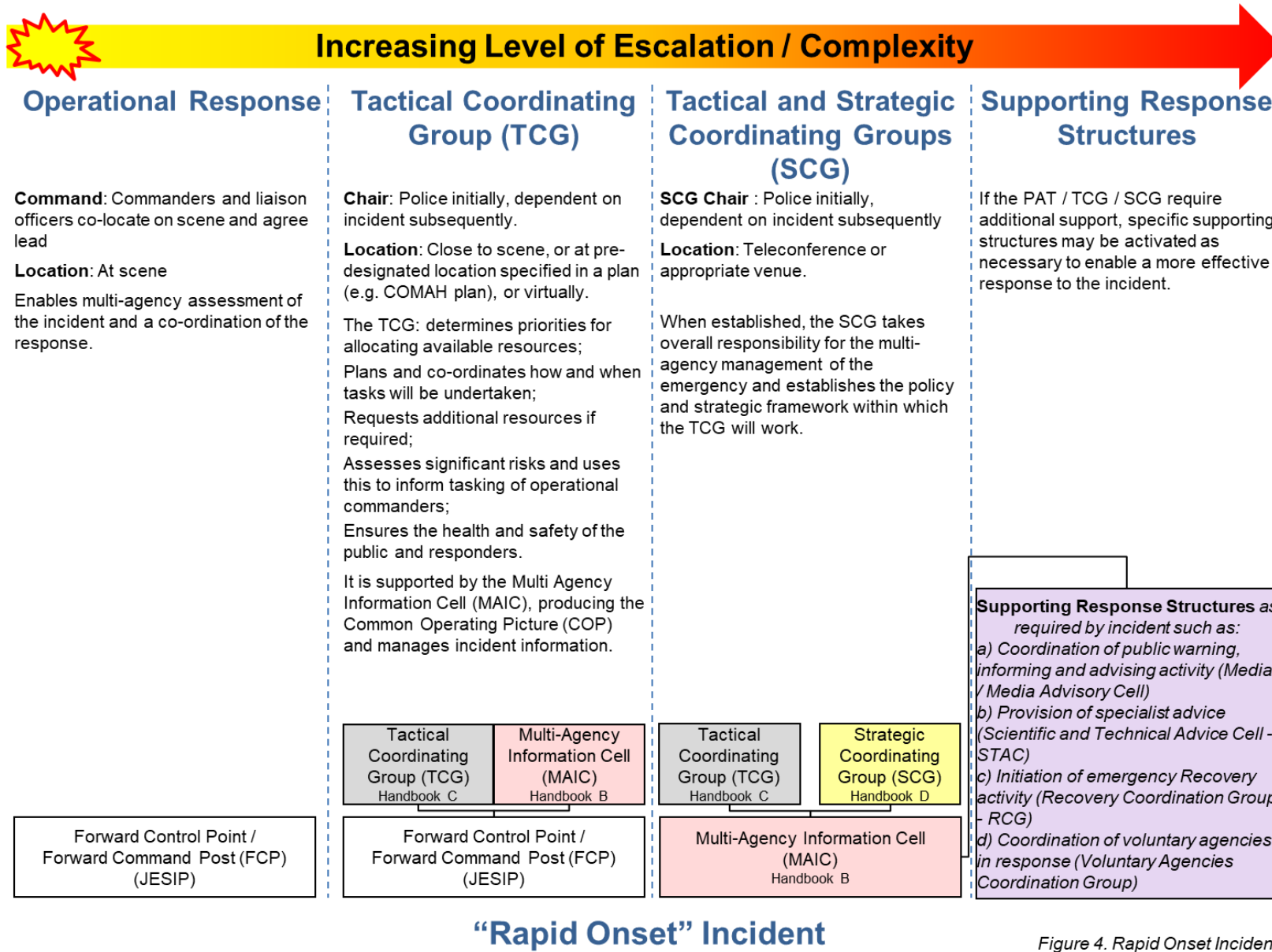


Figure 4. Rapid Onset Incident

Figure 9: Activation and Escalation Summary for a “Rapid Onset” contained within the LRF Emergency Response Arrangements document

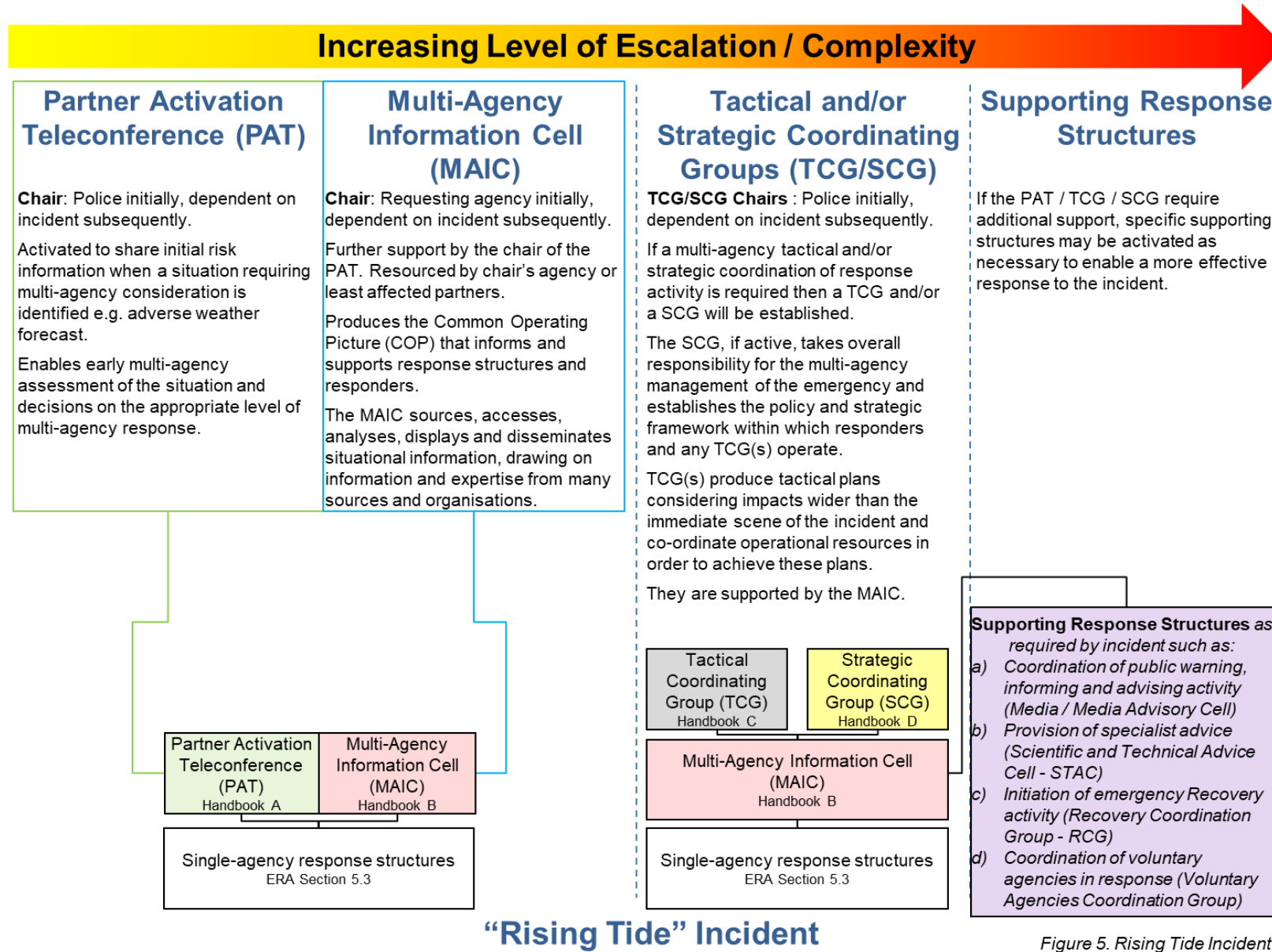


Figure 5. Rising Tide Incident

Figure 10: Activation and Escalation Summary for a “Rising Tide” contained within the LRF Emergency Response Arrangements document

8.3 How the Council fits into a Multi-Agency Response

During a multi-agency response to an incident, it is important that where support is requested from the Council, the appropriate level staff member attends the relevant teleconference, meeting or group. The appropriate staff member will depend on the response management level that is being attended as the Council needs to be represented by someone who has the authorisation to make decisions and incur financial expenses on behalf of the Council. As a guide, 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 relevant services area(s), SDO or relevant senior manager if required
Tactical Coordinating Group	SDO/relevant senior manager/Silver Group Chair supported by Emergency Management
Strategic Coordinating Group (including Strategic Coordination Centre)	Relevant Director/ Gold Group Chair supported by Emergency Management

Figure 11: Council staff attendance at the different levels of a multi-agency response

SECTION 9: MILITARY AID TO CIVIL AUTHORITIES

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

Requests for military aid, which should include the effect to be achieved, are to be submitted through the Joint Regional Liaison Officer or his representative at the SCG, as per the Joint Doctrine Publication 02 (2nd Edition).

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.

SECTION 10: RECOVERY

10.1 Introduction

Emergencies disrupt communities and create a range of physical, psychological and economic issues that outlast the immediate response operation. Recovery is an integral element of emergency management and whilst it is distinct from incident response, it is a complementary and concurrent activity.

Recovery may be more than the simple replacement of what has been destroyed and the rehabilitation of those affected. The aftermath of an emergency can present the opportunity to

regenerate a community or location. Recovery activity may be the initial steps towards longer-term and more ambitious regeneration projects.

The National Recovery Guidance⁶ provides comprehensive advice on dealing with the recovery phase of an emergency. This section of the Emergency Response and Recovery Plan contains a summary of the main points in the guidance. It also sets out a summary of how the Council will structure its recovery activities and feed into the wider Hampshire and Isle of Wight Local Resilience Forum (HIOW LRF) recovery structures where appropriate. Officers involved in recovery activity should refer to the HIOW LRF Community Recovery Plan as appropriate.

Local Authorities will usually lead the recovery process. In very specific cases (for example the outbreak of an animal or human disease) the relevant technical agency may assume responsibility. In a response covering the HIOW LRF area, the nominated Local Authority will take the overall lead in the recovery process. The Council would still assume responsibility for the recovery activity within its administrative boundaries, but this would be coordinated at the LRF level as part of wider recovery activities.

The principles in this section describe a management process, which can be applied to a major incident involving many agencies or a smaller scale situation where activity is limited to the council.

10.2 Purpose of recovery

The purpose of providing recovery support is to assist the affected community towards the management of its own recovery. It recognises that when a community experiences an emergency, there is a need to supplement the personal, family and community structures that have been disrupted.

There are 4 components of recovery:

- Humanitarian assistance (including Health and Social Impacts)
- Economic issues
- Environment issues
- Infrastructure restoration

10.3 Recovery strategy

Effective recovery activity requires a clear and agreed strategy. Suggested objectives include:

- Produce an Impact and Opportunities Assessment and update on a regular basis (See HIOW LRF Community Recovery Plan)
- Produce a concise, balanced and affordable Action Plan
- Bring utilities and transport networks back into use as soon as possible
- Involve and work with the affected community
- Produce a pro-active and integrated framework of support to businesses
- Set agreed standards for levels of restoration
- Co-ordinate environmental protection and recovery issues
- Produce a co-ordinated public information and media management strategy
- Set protocols for political involvement and liaison

⁶ Published by the Cabinet Office and available at <https://www.gov.uk/national-recovery-guidance>

10.4 Recovery targets and milestones

The recovery strategy should also include agreed targets and milestones so progress can be measured and reviewed. Suggested milestones include:

- Displaced people returned to permanent accommodation
- Public services returned to agreed levels
- Utilities functioning at normal capacity
- Transport infrastructure available and running normally
- Local businesses trading at normal levels
- Tourism re-established

10.5 Recovery structures

A suggested structure for managing the recovery is shown below. It may not be necessary to establish all the sub-groups: this will be determined by the exact nature of the emergency, its impact and priorities.

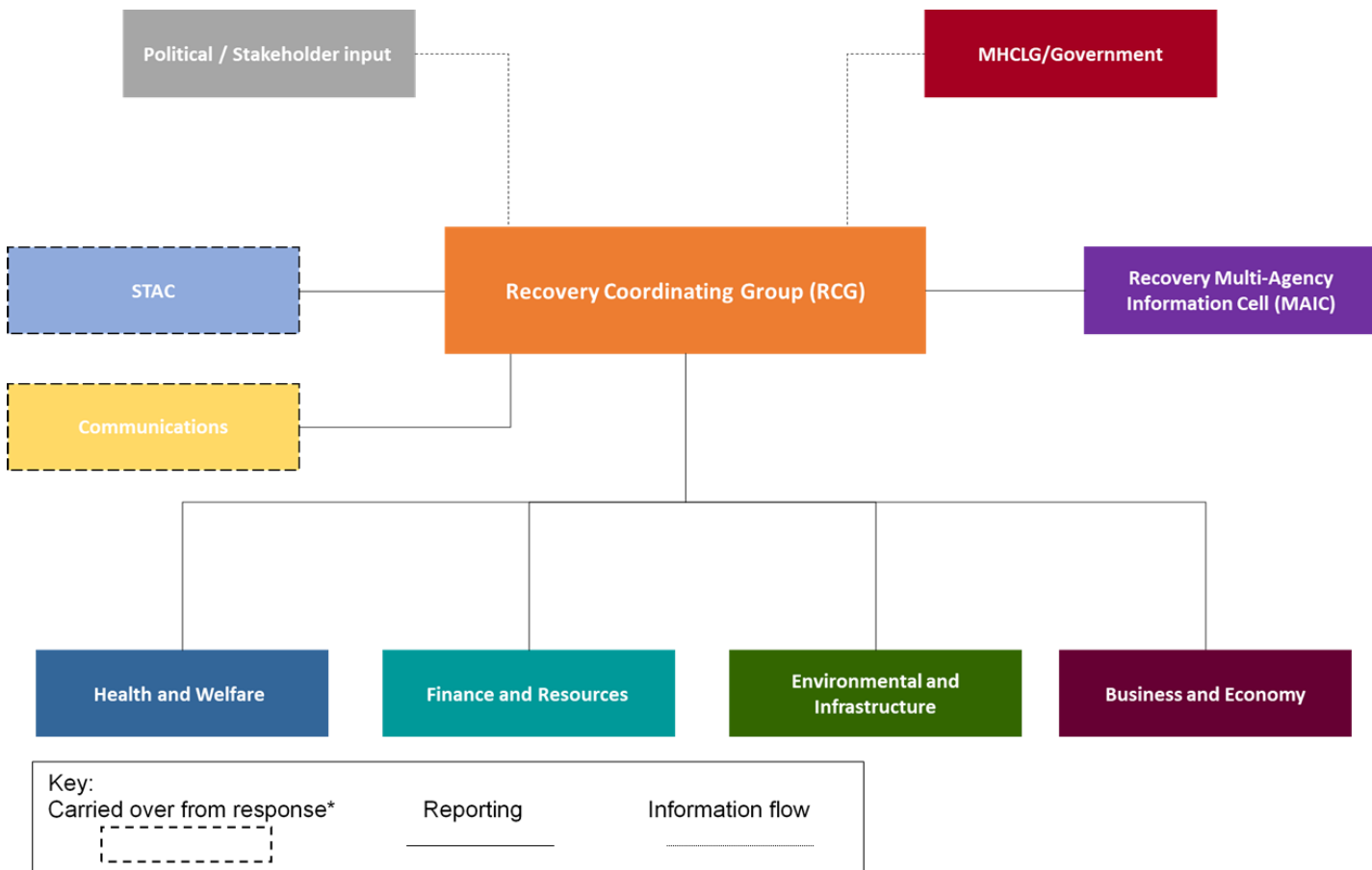


Figure 12: Hampshire and Isle of Wight Local Resilience Forum suggested structure for managing recovery

- Terms of reference, membership and issues for consideration can be found in the National Recovery Guidance.
- In the initial stages of an emergency it is recommended to ‘start big and then scale down’.

10.6 Handover from response to recovery phase

The criteria and process for the handover from response to recovery phases should be established at an early stage in the emergency. Considerations should include:

- The criteria to assess when the handover from SCG to RCG can take place. Suggested criteria are in the National Recovery Guidance.
- Handover process. A handover certificate can be found in the National Recovery Guidance.
- Communication strategy.

10.7 Funding of recovery activity

In the event of an exceptional emergency, individual government departments may consider providing financial support for aspects of the recovery effort, in line with the following principles:

- The appointment of a Lead Government Department for recovery will not necessarily trigger the activation of recovery funding.
- Costs of funding recovery in a particular sector will fall to the department responsible for that sector, regardless of which department is designated as the Lead Government Department.
- Departments will not pay for recovery costs that are insurable – with exception of damage to roads.
- Activation of funding arrangements will be at ministerial discretion and not automatic. Activation by one department will not necessarily trigger activation in other departments but will depend on the impact of the emergency.
- There will be no automatic entitlement to financial assistance even if arrangements are activated. Local authorities will be required to demonstrate need against criteria determined by the department running a particular scheme.
- Government departments will not normally pay out against costs relating to areas where there is already a government spending programme in place, or where existing programme spend can be reprioritised. Local authorities will need to confirm that they are unable to claim funding for damage repairs from any other source.

10.8 Stand down of the Recovery Co-ordinating Group

The length of time that the RCG needs to meet will vary according to the nature and scale of the recovery activity required to mitigate the impact of the emergency. For example, some emergencies will have long-term issues to consider, such as re-construction works and health monitoring. In general the RCG will close once there is no longer the need for regular multi-agency coordination, and the remaining work can be dealt with by individual agencies as part of normal business.

10.9 Recovery Debriefs

Progress against milestones should be a continuous process in order to evaluate recovery activity, identify issues and resolve as necessary. The RCG should also seek the views of the affected community to ensure that an accurate picture of progress can be achieved.

10.10 Activation of the Recovery Co-ordinating Group at the HIOW LRF level

During a response covering the HIOW LRF area, the nominated lead Local Authority will activate the Recovery Co-ordinating Group (RCG), normally at the request of the Strategic Co-ordinating Group (SCG). It needs to form as early as possible during a response in order to ensure decisions

made by the SCG do not compromise long term recovery. The Chair of the RCG, or nominated deputy, will sit on the SCG to aid joint working and the flow of information.

In the early stages of the recovery phase when the SCG and RCG are running in parallel it should be possible for the 2 groups to be co-located. Once the response phase is complete and the SCG has stood down, then the Local Authority may need to find an alternative location to ensure the continuity of recovery activity during this second period.

Recovery will be a public activity, and the RCG should ensure that a record of its activity, including decisions, actions and expenditure are recorded and publicly accessible for subsequent inquiries or litigation.

Further information on the HLOW LRF recovery arrangements are contained within the HLOW LRF Community Recovery Plan.

10.11 Coordination of Council recovery activity

The Isle of Wight Council would 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. Therefore, it is important that recovery is considered as part of the response phase. To ensure that this occurs, recovery forms part of the agenda for both the Silver and Gold group meetings (see Appendices 2 and 5); and a recovery cell will be set up as part of any response structure as shown in the figure 6 in section 4.2.2 of this document.

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 following the stand down of the Council response. Once agreed, this will be communicated to the relevant senior manager and that nominated service area will lead the recovery cell, which will be required to start putting in place the necessary resources or arrangements to manage any ongoing operations.

Once the initial emergency response has been achieved the nominated senior manager will assume responsibility for managing the recovery phase, supported by:

- Services involved in recovery activity
- Corporate Communications
- Finance
- Legal
- A representative from the Emergency Management Team

At this stage the Silver Group Chair will hand over responsibility for the recovery activity to the recovery cell. A representative from the Emergency Management Team will act as an advisor on the national recovery guidance and as the link in to any HLOW LRF recovery activities. In most cases the handover point will be when evacuated people move from a Rest Centre to temporary housing or at a target point agreed by either the Gold or Silver Group during the response phase.

Role of the Recovery Cell

The role of the Recovery Cell is to direct and co-ordinate council activities. This will include close liaison with any other organisations involved such as the emergency services and health organisations. In many cases the council will be dependent on the activities of others and react accordingly. A prime example is when an incident site is also a crime scene, and the speed of the investigation will determine how and when the council can act.

The Recovery Cell will mirror the management structure outlined in the national response and recovery guidance ensuring that the relevant work streams are captured under the four key themes of 'Humanitarian (incl. Health)', Economic, Infrastructure and Environment. The national recovery guidance contains various topic sheets under these four themes which will assist the Recovery Cell in planning and implementing its recovery strategy.

The Recovery Cell should identify at an early stage an exit strategy and successful outcomes (for example, residents back in homes, road closures and diversions lifted, and environmental health issues addressed).

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 health issues
- Advice to affected businesses
- Internal and external communications
- Provision of liaison officers to affected sites
- Recovery of council services if affected

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 then the Affected Residents Cell set up as part of the initial response will be able to maintain its role through the recovery cell to provide support.

The Recovery Cell should meet daily or more if required, until the situation has stabilised and can be handled by individual services as part of their business as usual arrangements. The senior manager from the recovery cell will be responsible for liaising with the relevant recovery work streams to ensure that they are fully briefed on the action plan and its progress.

An Agenda for the Recovery Cell meetings and Action Cards can be found at Appendix 10.

10.12 Role of Councillors

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

SECTION 11: ASSOCIATED COUNCIL RESPONSE PLANS

This plan sets out the generic response arrangements for the Council and is likely to be the first plan to be activated on receipt of information that an incident has or is likely to occur. However, there are some plans that the Council maintains which relate to particular types of emergency, detailing specific response arrangements. These plans include:

11.1 Island Resilience Forum Evacuation and Shelter Plan

This plan is intended as a guide to the arrangements that are necessary for the evacuation and shelter of persons in an emergency. This has been written as a multi-agency plan to reflect the range of agencies who would be involved.

11.2 Council's Rest Centre Procedures

This plan details the council procedures for setting up and managing a temporary place of shelter or Rest Centre to support the needs of people evacuated in an emergency.

11.3 Marine Pollution Response Plan

This plan has been jointly written with the council's Commercial Activities Team and sets out the Council's response arrangements in the event of pollution of the Island's coastline, including shoreline clean up responsibilities and techniques.

11.4 REDACTED

REDACTED

11.5 Pandemic Influenza Response Plan

This plan was written by the council's Public Health Team and sets out the how the Council would respond to an outbreak of pandemic influenza.

11.6 REDACTED

REDACTED

11.7 REDACTED

REDACTED

11.8 REDACTED

REDACTED

SECTION 12: STAND DOWN AND DEBRIEF

12.1 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.

12.2 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 arrangements.

A debrief specifically for the response to the emergency will be co-ordinated by the Isle of Wight 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 utilised throughout the response;
- A hot debrief immediately after the instruction to stand down facilitated by the Emergency Management Team;
- A structured debrief which will take place after the response to the emergency in accordance with the timescales set by the Emergency Management Team.

All Council service areas and external agencies involved in the response 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 implement any actions and recommendations arising from the debrief report either in subsequent reviews of this response plan, specific response plans or individual service area policies, delivery and business continuity plans.

Debrief outcomes will also be fed into multi-agency debriefs where relevant.

SECTION 13: APPENDICES

Appendix 1 – EMDO Response Agenda

Emergency Management Team Response Agenda			
1	Immediate EMDO actions – Gather information, commence log, consider level of response - see IWC ERRP section 2.7 page 13 for guidance		
2	Consider IMMEDIATE support / notification required – other members of the EM Team, ERVs, SDO, relevant service area manager, Coms Team, Resilience Manager, CX, Relevant Councillor see IWC ERRP section 2.7 page 13 for guidance/ ERV Database		
3	Determine location from which to co-ordinate the response		
4	What needs to be done immediately – Prioritise actions identified in item 2, if needed start action list found here and create response folder here		
5	Complete immediate actions identified above		
Ongoing gathering information and intelligence and issuing of updates			
6	Obtain updates for affected services /organisations / response frameworks (IPAT/TCG/SCG etc.) and issue update within IWC as appropriate – What has happened, what is happening now, what is being done about it, forward look		
7	Consider sharing update with other agencies - if IWC response only		
8	Consider other service areas / agencies / Cat2s who should be engaged with		
Assess Risks and Develop and implement a strategy – examples as a guide			
9	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> Consider at what level this should take place (EMDO, EMDO plus affected service area(s)) <ul style="list-style-type: none"> • Save and protect life • Relieve suffering • Contain the emergency – limit escalation/spread • Protect health & safety of personnel • Safeguard the environment; Protect property </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> • Maintain and restore critical services • Maintain normal services at an appropriate level • Promote and facilitate community self-help • Facilitate community recovery (physical, social, economic & psychological) • Facilitate investigations and inquiries (preserve the scene and manage records) • Evaluate & identify lessons </td> </tr> </table>	Consider at what level this should take place (EMDO, EMDO plus affected service area(s)) <ul style="list-style-type: none"> • Save and protect life • Relieve suffering • Contain the emergency – limit escalation/spread • Protect health & safety of personnel • Safeguard the environment; Protect property 	<ul style="list-style-type: none"> • Maintain and restore critical services • Maintain normal services at an appropriate level • Promote and facilitate community self-help • Facilitate community recovery (physical, social, economic & psychological) • Facilitate investigations and inquiries (preserve the scene and manage records) • Evaluate & identify lessons
Consider at what level this should take place (EMDO, EMDO plus affected service area(s)) <ul style="list-style-type: none"> • Save and protect life • Relieve suffering • Contain the emergency – limit escalation/spread • Protect health & safety of personnel • Safeguard the environment; Protect property 	<ul style="list-style-type: none"> • Maintain and restore critical services • Maintain normal services at an appropriate level • Promote and facilitate community self-help • Facilitate community recovery (physical, social, economic & psychological) • Facilitate investigations and inquiries (preserve the scene and manage records) • Evaluate & identify lessons 		
Consider Powers, Policies and Procedures			
10	Emergency Plans - Consider and refer to plans which are relevant to the response IWC ERRP IWC Rest Centre Procedures LRF ERA IRF ERA IRF Evacuation and Shelter		
11	Communication - 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 ERRP Appendix 4		
Identify Options and Contingencies			
12	Ensure tactical decisions are made and implemented for both the response and the framework within which the response will be managed - With regards to the framework consider sustainability of the staff involved (EMDO, SDO, Cells activated in line with the IWC ERRP Section 4) – do you need to implement a shift pattern, do arrangements for welfare (food / rest) need to be implemented		
13	Recovery - Considerations in line with level of response		
Take Action and Review What Happened			
14	Allocation of tactical actions - From item 1, ensure all understand shift timings		
15	Communication with higher command / co-ordination structures (if activated) - Determine / understand the reporting Schedule for reporting up or down / within and outside of the organisation, within the response framework		
16	Any other Considerations		
17	Determine review timescales of this agenda - In line with the tempo of response, milestones, reporting schedules and shift time		

Appendix 2 – Silver Group Agenda and Action Cards

Silver Group Agenda Guidance Notes	
Nomination/ confirmation of, Silver Group Chair & Deputy, Information Officer & Note Taker	
Roll-call / introduction of participants (<i>Information Officer notes attendees in Action Report</i>)	
Agree upon location of Silver Group consider whether the location is still appropriate	
Declaration and decisions of items for urgent attention <i>Breakout time to action urgent items as agreed above. Confirm how long / reconvene time</i>	
Gather information and intelligence	
Is this a major incident (see section 2.2 of the IWC ERRP)	
Actions from the Previous meeting (Review)	
Update on situation What has happened? What is happening now? What might happen in the future?	
Update from Silver Group Chair, Emergency Management, Cell Managers (if available)	
Additional information from individual Silver Group members <i>Are resources under pressure Are additional resources required? Has an incident like this happened before (here or elsewhere) we could learn from?</i>	
Critical information or decision points coming up <i>Is a new forecast due, is there an estimation of when critical information will be known, is there a plume model due? When would be a good time to meet relating to this are there actions to take?</i>	
Identification of other Service Areas/ Agencies who should be represented in the Silver Group	
Assess Risks and Develop a Working Strategy	
Risk – review risk assessment (if available) and share risk information <i>Are potential risks well understood, is there a Community Risk Register/Corporate Risk Register risk assessment? At what point could escalation to a Gold Group become necessary? Should Recovery Cell already be considered?</i>	
Agree/ review Silver Group objectives Suggested objectives: Save and protect life, Relieve suffering Contain the emergency Protect health & safety of personnel Safeguard the environment; Protect property	Maintain and restore critical services Maintain services at an appropriate level Promote and facilitate community self-help Communicate with the public. Facilitate investigations and inquiries Evaluate & identify lessons Facilitate Community Recovery
Consider Powers, Policies and Procedures	
Emergency Plans / Supporting Information <i>Which Emergency Plans are we working to (e.g. Multi Agency Flood Plan, Marine Pollution)? Should Evacuation and Shelter be considered? Consideration of activation of Voluntary Sector Support/Strategy for Convergent Volunteers</i>	
Communication with the Public <i>Are there any issues to escalate to Gold Group and inform the media strategy, if active? Agree Media Strategy for Staff, Councillors, Residents, the Public and Local Media. Who will deliver this? If asked, what should responding staff say to the public/ media?</i>	
Update from Comms Cell Manager	
Identify Options and Contingencies	
Discuss and agree Silver Group decisions <i>Agree future response, Additional Support Cells required i.e. Recovery Cell? Consider escalation to Gold? Record decisions. Consider financial considerations</i>	
Consideration to be given to staff redeployment/ mutual aid <i>Is there potential for internal staff redeployment or mutual aid to be required? All requests through Gold Group</i>	
Take Action and Review What Happened	
Review of Actions allocated in the meeting <i>Information Officer to run through actions and confirm.</i>	
Reporting Schedule <i>Discuss reporting schedule. Consider Silver Cells and Gold Group meetings</i>	
Date, Time and Location of next meeting <i>If this is the final meeting consider the stand down arrangements and quick re-establishment if necessary</i>	

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Silver Group Agenda					
Admin	Confirmation of:				
	Chair:	Name	Deputy:	Name	
	Information Officer & Note Taker:	Name Name	Location:	Venue / Virtual	
	<ul style="list-style-type: none"> • Roll Call / Introductions • Items for urgent attention • Review of Actions from last meeting 				
Gather Information	<ul style="list-style-type: none"> • Is this a Major Incident? • Critical information or decision points for discussion • Shared Situation Awareness (Overview) <ul style="list-style-type: none"> ○ Chair/ Emergency Management Update ○ Cell Manager Updates ○ Media Updates ○ Updates by Exception • Identification of additional Service Areas/ Agencies required 				
	<ul style="list-style-type: none"> • Shared Understanding of Risk (Community / Corporate Risk Registers) • Silver Group Aim / Objectives 				
Powers	<ul style="list-style-type: none"> • Key Powers / Policies being utilised by council service areas • Emergency Plans activated or being considered • Communication with the Public 				
	Options	<ul style="list-style-type: none"> • Decisions taken / Silver Group Direction • Staff Redeployment/ Mutual Aid Requests 			
		<ul style="list-style-type: none"> • Review of Actions 			
Action	<ul style="list-style-type: none"> • Date, Time & Location of Next Meeting 				

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The Silver Group Chair is responsible for signing off the meeting Action Report (unless this is delegated to the Emergency Management representative) and for briefing the Gold Commander/ Group.

Meeting Tips:

Videoconference / Teleconference / Meeting Details	
Calls will generally be on/via Microsoft Teams with details for joining the call shared via the initial notification (alternative teleconference details are detailed in the council's Emergency Response and Recovery Plan Appendix 9).	
For all Meetings	
Follow the Agenda	Use Plain English and avoid the use of acronyms
Read the latest Action Report/ information update (if available) before you join the meeting	Respect when others are talking, try not to interrupt – Speak only when required
Have council's Emergency Response and Recovery Plan to use as a reference	Ensure you have completed or able to update on any outstanding actions
Follow the instructions provided by the chair and share information when requested	You can email updates to the Information officer & emergency.management@iow.gov.uk
Videoconference / Teleconference Etiquette	
Note many videoconferences/teleconferences will be recorded	
Dial in /click the link early at least 10 minutes before start time	Test technology in advance of the meeting to resolve any issues
Dress appropriately for the meeting and find a suitable quiet location and background - considering who can hear/see the call	When speaking introduce yourself first
	Only use your camera when speaking to reduce the bandwidth demands
Provide your name / organisation type it in the chat bar. Identify if you are the representative or support /advisor	If sharing on video calls share a 'window' not the 'screen' to prevent information breaches
On video call raise your hand, if possible, if you would like to contribute	When not speaking mute your phone/microphone to reduce noise
Attending a physical location	
If possible visit / familiarise yourself with any pre identified sites before activation	Consider how you may travel to /park at the location (consideration for snow)
Arrive early – DO NOT ENTER MEETINGS AFTER THE START TIME unless asked by the chair	Ensure you have authority relevant (to provide resource/finances etc.) to the meeting you attend
Make sure you talk to other service areas/agencies, engage outside the meeting	Take organisational and service area plans you may require
Suggested Equipment to attend a physical location	
Identification (Work ID card)	Mobile and phone charger
Laptop and power cable	Appropriate Contact list(s)
Refreshments / food - may not be provided	Stationary

Action Card: Silver Group Chair

As the Silver Group Chair, you will:	✓
Ensure that an Information Officer and note taker has been identified and they are familiar with their action cards (Emergency Management may already have this in hand)	
Ensure attendees receive the Silver Group agenda and Silver Group Member action card	
Introduce yourself and carry out introductions of attendees	
Commence meeting using the Silver Group agenda – there is an opportunity at the beginning of the meeting for attendees to raise and action urgent items prior to the main agenda items	
Gather information and intelligence	
Follow the agenda, maintain situational awareness by asking: <ul style="list-style-type: none"> • What has happened? • What is happening now? • What is being done about it? • What has not or is not happening, that you might otherwise have expected? • What are the likely impacts arising from this and the risks to the community, infrastructure and environment? • On the basis of the facts and your assessment of impacts and risks, what might happen in the future? 	
Assess Risks and Develop a Working Strategy	
Is there a strategy from the Gold Group? If there is no Gold Group, should it be activated?	
Consider Powers, Policies and Procedures	
Identify which emergency plans should be consulted/ activated, seek advice from Emergency Management	
Identify Options and Contingencies	
Lead group discussion and agreement of appropriate response actions. Ensure that actions are SMART (Specific, Measurable, Assignable, Realistic and Time-related) and recorded by the Information Officer.	
Take Action and Review What Happened	
Confirm assigned actions with the group, the Information Officer will assist and ensure that copies are circulated to Silver Group members as quickly as possible (email, hard copy/ projector display etc.)	
Create a reporting schedule (sometimes known as 'battle rhythm') between all cells operating. Consider the following: <ul style="list-style-type: none"> • Keeping Silver Group meetings brief and focussed (30 mins) • Setting Silver Group meeting times to fit in with Gold Group meeting times (e.g. 1 hour prior) • Allowing adequate time for agencies to progress assigned actions between meetings • The time required to provide an update to the Situation Report 	
Ensure that Silver Group decisions and actions are communicated to the Gold Group or nominated Gold Commander if active	

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Action Card: Silver Group Member

As a Silver Group member, you will:	✓
In advance of a Silver Group: <ul style="list-style-type: none"> • Ensure familiarity with the Council's Emergency Response and Recovery Plan (ERRP) • Understand your role in the Silver Group • Participate in training and exercises in relation to your response role 	
When alerted that a Silver Group is required: <ul style="list-style-type: none"> • Establish the location of the Silver Group • Arrange to attend the Silver Group • Obtain any information on security arrangements • Ensure familiarity with appropriate emergency plans 	
Gather information and intelligence	
When a Silver Group is established: <ul style="list-style-type: none"> • Report to the Silver Group Chair • Attend meetings and support the Silver Group Chair • Agree membership as a group • Carry out tasks as agreed with the Silver Group Chair • Agree suitable relief and change-over times with other service area representatives 	
Maintain situational awareness by asking: <ul style="list-style-type: none"> • What has happened? • What is happening now? • What is being done about it? • What has not or is not happening, that you might otherwise have expected? • What are the likely impacts arising from this and the risks to the community, infrastructure and environment? • On the basis of the facts and your assessment of impacts and risks, what might happen in the future? 	
Assess Risks and Develop a Working Strategy	
Assess significant risks and use this to inform tasking of the bronze level	
Plan and co-ordinate how and when tasks will be undertaken	
Determine priorities for allocating available resources	
Obtain additional resources if required	
Ensure the health and safety of the public and personnel	
Consider Powers, Policies and Procedures	
Identify which emergency plans should be consulted/ activated, seek advice from Emergency Management	
Identify Options and Contingencies	
Participate in group discussion and agreement of appropriate response actions. Ensure that actions you agree to on behalf of your organisation are SMART (Specific, Measurable, Assignable, Realistic and Time-related)	
Take Action and Review What Happened	
Review and complete actions within identified timescale and report back to next meeting on progress	

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Action Card: Silver Group Information Officer

As the Silver Group Information Officer you will:	✓
Use the Action Report Template provided	
Fill it in electronically and save where identified by the Emergency Management Team	
Record all actions, decisions, significant information in line with Agenda headings	
Gather information and intelligence	
Note key points and information as the group considers: <ul style="list-style-type: none"> • What has happened? • What is happening now? • What is being done about it? • What has not or is not happening, that you might otherwise have expected? • What are the likely impacts arising from this and the risks to the community, infrastructure and environment? • On the basis of the facts and your assessment of impacts and risks, what might happen in the future? 	
Assess Risks and Develop a Working Strategy	
Note key points and information as the group creates the tactical plan including an aim and strategic objectives.	
It is suggested that the aim should be: <ul style="list-style-type: none"> • Singular – giving one overall condition to be brought about • Expressed as an “active” verb in the infinitive • Short and memorable, preferably expressed in one concise sentence. • Subject to sense-check by its authors, who should ask themselves “would this give me, when faced with difficult choices and multiple options, the confidence to identify (quickly) which choice best supports the overall aim” 	
Consider Powers, Policies and Procedures	
Note key points and information as the group considers: Which emergency plans should be consulted/ activated	
Identify Options and Contingencies	
Record group actions, timescales and action owners as directed by the Silver Group Chair Actions should be SMART (Specific, Measurable, Assignable, Realistic and Time-related)	
Take Action and Review What Happened	
Ensure that the Chair goes through all of the recorded actions with the Silver Group members	
Distribute the Action Report to the Silver Group members	

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Silver Group Action Report template:

IWC SILVER GROUP (IWCSILVER) ACTION REPORT		Date:	17/08/2021	IWC SILVER #001
		Time(24hr):	16:54	
Insert incident name		OFFICIAL: SENSITIVE		
IWC Silver Group		Next Meeting:		
Silver Group Chair: <i>insert name and Service Area</i> Information Officer: <i>insert name and Service Area</i>		Date and time Venue/Teleconference		
#	Action	Assigned to (Name/agency) <i>Who is responsible for that action</i>	Complete by	Status
IWC SILVER 001	<i>What is the action</i> When an action has been completed it can be deleted off the next action report	Date and Time assigned	Date and time for when action should be closed	Red – not started Amber – In progress Green - Complete
IWC SILVER 002				
IWC SILVER 003				
Note completed actions are removed from the action report after they have been on one action report as green complete				
(Add new information in red) 17/08/2021				
<i>Insert key points, summary and decisions (this can be in bullet points) from Silver Group here, you would usually delete all previous information</i>				
<i>Significant decisions will require a decision log, if used reference this here</i>				
<i>Save the Action Report with a title in the following Format YearMonthDay Action Report No XXXX</i>				
Action reports should be agreed with the Silver Group Chair and circulated as soon as possible after the meeting.				

ACTION REPORT

ACTION REPORT

Page 1 of 1

Newly added information in red
ACTION REPORT

Appendix 3 – Communications Cell Arrangements

SECTION 1: INTRODUCTION

1.1 Scope of these Arrangements

The Communications Cell Arrangements sets out the guidance for the setting up and the management of the cell during an emergency or incident (herein referred to only as an 'incident') whether emerging or realised and during the recovery phase if required.

If the incident requires a Multi-Agency Communications Cell to be set up then the process for this is detailed within the Island Resilience Forum's Emergency Response Arrangements, held by Emergency Management.

This document is an Appendix to the council's generic Emergency Response and Recovery Plan (ERRP) and is deliberately flexible to enable the set-up of a Communications Cell to meet the needs of the response and any recovery phase.

1.2 Functions of the Communications Cell

The role of the Communications Cell is to develop and implement the council's communications strategies relating to staff, Councillors, residents and the public affected by an actual or potential incident.

Its main functions will be to:

- To consider, advise upon and implement a communications strategy to Council Staff, Councillors, 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
- Undertake and monitor any recovery activities during the recovery phase as defined within section 10 of the main ERRP
- Ensure that the staffing level / representation from service areas / agencies is proportionate to the level of response required

SECTION 2: COMMUNICATIONS CELL ACTIVATION

2.1 Who can make the decision activate the Communications Cell?

Although there are not any prescriptive triggers for the setting up of the Communications Cell in a response, the Emergency Management Duty Officer (EMDO) will make initial an assessment of the incident or potential impacts and liaise with the initial point of contact for the Communications and Engagement Team.

The considerations that will be taken into account are:

- Number of media enquiries being received by the council
- Nature of the incident and need to warn and inform the public
- Potential for reputational impact on the council

2.2 How will the Communication Cell be activated?

Following the notification of an actual or potential incident, the EMDO may consider that there is a requirement to establish the Communications Cell based upon the nature and scale of the impacts.

The EMDO will call the initial contact within the Communications and Engagement Team who will then consider the scale of the media response required.

2.3 Location of the Communications Cell

The Communications Cell has the ability to be run as a virtual cell or be physically co-located which will be informed by the nature of the incident and level of response required by the council as informed by the council's Emergency Response and Recovery Plan and upon the advice of the EMDO.

In the initial stages of activation or a rising tide incident it is considered that the Communication Cell members would be located at their usual place of work or at home if out of hours with the ability to convene by MS Teams or teleconference for cell meetings.

If it is considered that the cell members either need to be physically co-located or require physical meetings, then it is likely that it will be located as one of the locations identified within section 4.3 of this plan.

2.4 Notification that Communications Cell is activated

Once the decision has been made to activate the Communications Cell, the EMDO will notify key staff internally through emails to members of Corporate Management Team and **REDACTED**. The EMDO will consider wider notification to other partners as necessary.

2.5 Initial Communications Cell Actions

The Communications Cell Manager will need to consider the following checklist as initial actions

Completed when added below ✓	Actions:
	Identify location of cell in discussion with cell members if required to be physically located
	Ensure that all relevant services are represented as required
	Provide Health and Safety briefing at initial meeting (related to the building/incident etc.)
	Clarify the actions/tasks set by the Silver Group
	Identify a cell member to maintain the cell Action Report for each cell meeting
	Identify the frequency of cell meetings

SECTION 3: ROLES AND RESPONSIBILITIES

3.1 Communications Cell Manager

The person identified as the Communications Cell Manager will be the Senior Communications Manager or a suitable deputy if necessary.

Role: To manage the activities of the cell including:

- Chair discussions to inform decisions
- Ensure that the Communications Cell has the appropriate level of representation from IWC service areas
- Ensure the health and safety of cell members
- Task cell members to complete actions
- Report on planning and implementation progress to council Silver Commander or Silver Group
- Represent the council in a Multi-Agency Media Cell meetings, identifying any other council representation as required
- Arrange links between other activated cells for planning and implementation (see section 4.2.2 for details of the Silver Level Response)
- Consider and implement staffing rotas should the incident become protracted to ensure that critical activities can be maintained
- Ensure that a log of key actions and decisions is maintained for the cell; and
- Ensure that a record of financial spend for the cell is maintained and provided upon request to the Logistics cell

3.2 Communications and Campaigns Team

This role would be fulfilled by a one of the Communications and Campaigns Officers

Responsibility (ies): To advise on the development of the communications strategy and assist in its implementation

3.3 Corporate Call Centre Representative

This role would be fulfilled by the Call Centre Manager or nominated deputy.

Responsibility (ies): To provide information and advice to the development of the communications strategy. To implement and monitor any activities required by the corporate call centre, the Wightcare call handlers and customer services.

3.4 Wightcare Representative – unless Call Centre Manager will provide link

This role would be fulfilled by the Wightcare Manager or nominated deputy.

Responsibility (ies): To provide information and advice to the development of the communications strategy. To implement and monitor any activities required by the Wightcare call handlers.

3.5 Communications Cell Information Officer

This role should be fulfilled by a trained Information Officer.

Responsibility (ies): To ensure that key actions and decisions of the cell are captured and updated in the cell Action Report for the Cell Manager to report back to the Silver Commander or Silver Group

SECTION 4: COMMUNICATIONS CELL EQUIPMENT /SYSTEM ACCESS REQUIREMENTS

Whilst members of the Communications Cell will have the ability to utilise their own ICT equipment from whichever work base for the cell is identified, access to the following list of systems will be critical in supporting the cell:

Communications and Campaigns Team:

REDACTED

Corporate Call Centre/ Wightcare Call Handlers/ Customer Services:

REDACTED

SECTION 5: COMMUNICATIONS CELL STAND DOWN AND DEBRIEF

5.1 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. It should be noted that as the response moves to the recovery that some elements of the Communications Cell may still be being utilised.

The Cell Manager will be responsible communicating the standing down of the Communications Cell to all those who have been involved and outlining the relevant contacts for the recovery phase and any business as usual queries.

5.2 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 arrangements.

Further details on the debrief process are contained within section 12 of the council's Emergency Response and Recovery Plan.

SECTION 6: ANNEXES

Annex 1 – Example Communications Action Report

<p>IWC Communications Cell (IWCCOM) ACTION REPORT</p>		Date: Time(24hr):	17/08/2021 16:55	IWC COM #001
		OFFICIAL: SENSITIVE		
Insert incident name				
<p>IWC Communications Cell</p>		<p>Last meeting:</p>		
<p>Communications Cell Chair: <i>insert name and service area</i></p>		<p><i>Date and time</i> Venue/Teleconference</p>		
<p>Information Officer: <i>insert name and service area</i></p>		<p>Assigned at <i>Date and Time when assigned</i></p>		
#	Action	Assigned to <i>(Name/agency) Who is responsible for that action</i>	Complete by <i>Date and time for when action should be closed</i>	Status
IWC COM 001	What is the action When an action has been completed it can be deleted off the next action report.			Red – not started Amber – In progress Green – Complete
IWC COM 002				
IWC COM 003				
<p>Note completed actions are removed from the action report after they have been on one action report as green complete</p>				
<p>(Add new information in red) 17/08/2021</p>				
<p>Insert key points, summary and decisions (this can be in bullet points) from Silver Cell Manager here, you would usually delete all previous information Save the Action Report with a title in the following Format YearMonthDay Action Report No XXXX</p>				
<p>Action reports should be agreed with the Silver Cell Manager and circulated as soon as possible after the meeting.</p>				

ACTION REPORT

ACTION REPORT

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Newly added information in red
ACTION REPORT

Appendix 4 – Affected Residents Cell Arrangements

SECTION 1: INTRODUCTION

1.1 Scope of these Arrangements

The Affected Residents Cell Arrangements (herein referred to as the ARC) sets out the guidance for the setting up and the management of the ARC during an emergency or incident (herein referred to only as an ‘incident’) whether emerging or realised and during the recovery phase if required.

If the incident requires a Multi-Agency Arc to be set up then the process for this is detailed within the Island Resilience Forum’s Emergency Response Arrangements, held by Emergency Management.

This document is an Appendix to the council’s generic Emergency Response and Recovery Plan (ERRP) and is deliberately flexible to enable the set-up of an ARC to meet the needs of the response and any recovery phase.

1.2 Functions of the ARC

The role of the ARC is to develop and implement strategies relating to residents and the public affected by an actual or potential incident.

Its main functions will be to:

- Ensure statutory duties are complied⁷ with
- Identify and prioritise vulnerable persons⁸ affected by the incident
- Provide support and advice to residents affected by the incident
- Liaise with NHS partners to implement any plans/strategies where necessary
- Provide advice to private providers on supporting their people affected by the incident
- Consider any on-going psychosocial impacts on evacuees that may need to be considered in the recovery stage
- Identify and implement plans for providing temporary accommodation for any evacuees if they are not able to return to their properties
- Work with Registered Housing Providers to ensure that their clients are considered and cared for
- Consider any adult or children safeguarding issues and implement appropriate plans to mitigate these
- Undertake and monitor any recovery activities during the recovery phase as defined within section 10 of the main ERRP
- Ensure that the staffing level / representation from service areas / agencies is proportionate to the level of response required

⁷ Housing Acts; Health and Social Care Act; Public Health Act; Care Act 2012

⁸ Vulnerable persons can be split into two categories as (1) those who are known to the council and other partner agencies including the voluntary sector as receiving support from those agencies and (2) those that are less able to help themselves in the circumstances of an emergency. Further information on identifying the vulnerable in emergencies can be found at the following link

<https://www.gov.uk/government/publications/identifying-people-who-are-vulnerable-in-a-crisis-guidance-for-emergency-planners-and-responders>

SECTION 2: ARC ACTIVATION

2.1 Who can make the decision activate the ARC?

Although there are not any prescriptive triggers for the setting up of the ARC in a response, the Emergency Management Duty Officer (EMDO) will make initial an assessment of the incident or potential impacts and liaise initially with the Senior Duty Officer and the Adult Social Care Senior Manager on Call (ASC SMOc)/ the Duty Homelessness Officer/ Children's Services Strategic Development and Commissioning Manager (out of hours the Multi-Agency Safeguarding Hub) /Public Health (as necessary depending on the impacts) to consider if there is a requirement for the ARC to be stood up.

The types of considerations that will be taken into account are:

- a) Number of persons affected or likely to be affected by the incident
- b) Type of incident (not exhaustive)
 - **REDACTED**

2.2 How will the ARC be activated?

Following the notification of an actual or potential incident, the EMDO may consider that there is a requirement to establish the ARC based upon the nature and scale of the impacts.

REDACTED

There will also be a discussion on the whether ARC will be physical or virtual (see options in 2.3 below). Should it be decided that the ARC will be established and run virtually then This can be facilitated by the use of MS Teams or teleconference facility.

The following flow chart represents the how the ARC will be established, depending on the nature of the incident and its potential impacts:

REDACTED

Figure 13: ARC establishment flow chart

2.3 Location of the ARC

The ARC has the ability to be run as a virtual cell or be physically co-located which will be informed by the nature of the incident and level of response required by the council as informed by the council's Emergency Response and Recovery Plan and upon the advice of the EMDO.

In the initial stages of activation or a rising tide incident it is considered that the ARC members would be located at their usual place of work or at home if out of hours with the ability to convene by MS Teams or teleconference for cell meetings.

REDACTED

2.4 Notification that ARC is activated

Once the decision has been made to activate the ARC, the EMDO will notify key staff internally through emails to members of Corporate Management Team and **REDACTED**. The EMDO will consider wider notification to other partners as necessary.

It will be the responsibility of the duty officers from ASC/CSC/Housing/Public Health to notify their own service areas to mobilise their staff as necessary.

2.5 Identification of staff for the ARC

The identification of staff for the ARC will be determined by the nature of the incident, what / who is affected and the required outcomes. The directorates or service areas that should expect to initially form part of the ARC are:

- Adult Social Care (ASC)
- Children's Social Care (CSC)
- Housing Services
- Public Health

2.6 Initial ARC Actions

The ARC Manager will need to consider the following checklist as initial actions

Completed when added below ✓	Actions:
	Identify location of cell in discussion with cell members if required to be physically located
	Ensure that all relevant services are represented as required
	Provide Health and Safety briefing at initial meeting (related to the building/incident etc.)
	Clarify the actions/tasks set by the Silver Group
	Identify a cell member to maintain the cell Action Report for each cell meeting
	Identify the frequency of cell meetings

SECTION 3: ROLES AND RESPONSIBILITIES

3.1 ARC Manager

The person identified as the ARC Manager could either be from ASC / CSC / Housing or Public Health. Consideration on this decision should include the least affected directorate or service area taking the role.

Role: To manage the activities of the cell including:

- Chair discussions to inform decisions
- Ensure that the ARC has the appropriate level of representation from IWC service areas and external partners
- Ensure the health and safety of cell members
- Task cell members to complete actions
- Report on planning and implementation progress to council Silver Commander or Silver Group
- Represent the council in a Multi Agency ARC meetings, identifying any other council representation as required
- Arrange links between other activated cells for planning and implementation (see section 4.2.2 for details of the Silver Level Response)
- Consider and implement staffing rotas should the incident become protracted to ensure that critical activities can be maintained
- Ensure that data on vulnerable persons is shared with other council service areas and multi agency partners appropriately in accordance with council policy and relevant legislation
- Ensure that a log of key actions and decisions is maintained for the cell; and
- Ensure that a record of financial spend for the cell is maintained and provided upon request to the Logistics cell

3.2 ASC Social Work Coordinator

This role would be fulfilled by a Service / Group Manager from ASC. There is no requirement for an on call rota for this role. If there is pre-warning of the incident then there is an expectation that ASC will have identified a number of staff who could fulfil this role, potential on a shift basis, particularly if the incident may become protracted. For no notice incidents, then ASC would call round until they are able to identify a staff member or suitable deputy.

Responsibility (ies): Use OOHS rotas and BCP to agree staffing needs and call in required resource.

3.4 ASC Commissioning Coordinator

This role would be fulfilled by a Strategic Commissioning Manager from ASC.

Responsibility (ies): Provide information and advice to the provider sector to enable them to continue working with people affected and minimise risk.

3.5 ASC Vulnerable People Report Coordinator

This role would be fulfilled by either of the following – Adult Social Care Business Information Team, or Wightcare Mobile Response Manager/Wightcare Manager from ASC.

Responsibility (ies): Collect and interrogate reports to provide effective lists of affected residents; linking with utility providers intelligence to create overall. There may also be a requirement to

engage with Multi Agency Partners such as NHS / CCG / Utility Providers to access information datasets or provide information to a multi-agency ARC.

3.6 ASC Individual Commissioning Support

This role would be fulfilled by a Single Point of Commissioning (SPOC) Broker/Assistant Broker

Responsibility (ies): Support commissioning or service providers in the reallocation of individual packages of care.

3.7 CSC Representative

This role would be fulfilled by Strategic Development and Commissioning Manager from CSC.

Responsibility (ies): Provide initial advice on any childrens safeguarding issues and facilitate representation of any CSC staff or CSC data i.e. vulnerable children as required.

3.8 Homelessness Team Representative

This role would be fulfilled initially by the Homelessness Duty Officer who would assess the immediate accommodation needs. Should the incident become protracted or escalate beyond the capacity of the duty officer then the Homelessness Team Leader would sit in the ARC.

Responsibility (ies): Assessment of any initial accommodation needs by the duty officer and support with accommodation in the longer term. Liaison with Housing Associations.

3.9 Public Health Coordinator

This role would be fulfilled by either Director of Public Health, Consultant in Public Health or Public Health Principal from Public Health.

Responsibility (ies): Provide advice on any public health considerations for the local community arising from the incident and to provide a liaison role with Public Health England.

3.11 ARC Information Officer

This role should be fulfilled by a trained information officer.

Responsibility (ies): To ensure that key actions and decisions of the cell are captured and updated within the cell Action Report for the Cell Manager to report back to the Silver Commander or Silver Group

SECTION 4: ARC EQUIPMENT /SYSTEM ACCESS REQUIREMENTS

Whilst members of the ARC will have the ability to utilise their own ICT equipment from whichever work base for the ARC is identified, access to the following list of systems will be critical in supporting the ARC:

Adult Social Care:

REDACTED

Children's Services:

REDACTED

Housing:

REDACTED

Public Health:

REDACTED

SECTION 5: ARC STAND DOWN AND DEBRIEF

5.1 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. It should be noted that as the response moves to the recovery that some elements of the ARC may still be being utilised.

The Cell Manager will be responsible communicating the standing down of the ARC to all those who have been involved and outlining the relevant contacts for the recovery phase and any business as usual queries.

5.2 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 arrangements.

Further details on the debrief process are contained within section 12 of the council's Emergency Response and Recovery Plan.

SECTION 6: ANNEXES

Annex 1 – Example ARC Action Report

IWC Affected Residents Cell (IWC ARC) ACTION REPORT		Date: Time(24hr):	17/08/2021 17:07	IWC ARC #001
		OFFICIAL: SENSITIVE		
IWC Affected Residents Cell		Next Meeting:		
Affected Residents Cell Chair: insert name and service area		Date and time:		
Information Officer: insert name and service area		Venue/Teleconference		
#	Action	Assigned to (Name/agency)	Assigned at	Complete by
	<i>What is the action</i>	<i>Who is responsible for that action</i>	<i>Date and Time assigned</i>	<i>Date and time for when action should be closed</i>
IWC ARC 001	When an action has been completed it can be deleted off the next action report			Any comments or updates on action progress
IWC ARC 002				Red – not started Amber – In progress Green – Complete
IWC ARC 003				
Note completed actions are removed from the action report after they have been on one action report as green complete				
(Add new information in red) 17/08/2021				
Insert key points, summary and decisions (this can be in bullet points) from Cell meetings here, you would usually delete all previous information				
Significant decisions will require a decision log, if used reference this here				
Save the Action Report with a title in the following Format YearMonthDay Action Report No. XXX				
Action reports should be agreed with the Cell Manager and circulated as soon as possible after the meeting.				

ACTION REPORT

ACTION REPORT

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Newly added information in red
ACTION REPORT

Appendix 5 – Gold Group Agenda and Action Cards

Gold Group Agenda Guidance Notes	
Nomination/ confirmation of, Gold Group Chair & Deputy, Information Officer & Note Taker	
Roll-call / introduction of participants <i>(Information Officer notes attendees in Action Report)</i>	
Agree upon location of Gold Group consider whether the location is still appropriate	
Declaration and decisions of items for urgent attention <i>Breakout time to action urgent items as agreed above. Confirm how long / reconvene time</i>	
Gather information and intelligence	
Is this a major incident (see section 2.2 of the IWC ERRP)	
Actions from the Previous meeting (Review)	
Update on situation What has happened? What is happening now? What might happen in the future?	
Update from Silver Group Chair, Emergency Management (if available)	
Additional information from individual Gold Group members <i>Are resources under pressure Are additional resources required? Has an incident like this happened before (here or elsewhere) we could learn from?</i>	
Critical information or decision points coming up <i>Is a new forecast due, is there an estimation of when critical information will be known, is there a plume model due? When would be a good time to meet relating to this are there actions to take?</i>	
Identification of other Service Areas/ Agencies who should be represented in the Gold Group	
Assess Risks and Develop a Working Strategy	
Risk – review risk assessment (if available) and share risk information <i>Are potential risks well understood, is there a Community Risk Register/Corporate Risk Register risk assessment? At what point could escalation to a multi agency partners become necessary? Should Recovery Cell already be considered?</i>	
Agree/ review Silver Group objectives Suggested objectives: Save and protect life, Relieve suffering Contain the emergency Protect health & safety of personnel Safeguard the environment; Protect property	Maintain and restore critical services Maintain services at an appropriate level Promote and facilitate community self-help Communicate with the public. Facilitate investigations and inquiries Evaluate & identify lessons Facilitate Community Recovery
Consider Powers, Policies and Procedures	
Emergency Plans / Supporting Information <i>Which Emergency Plans are we working to (e.g. Multi Agency Flood Plan, Marine Pollution)? Should Evacuation and Shelter be considered? Consideration of activation of Voluntary Sector Support/Strategy for Convergent Volunteers</i>	
Communication with the Public <i>Are there any issues to inform the media strategy, if active? Agree Media Strategy for Staff, Councillors, Residents, the Public and Local Media. Who will deliver this? If asked, what should responding staff say to the public/ media?</i>	
Update from Comms Cell Manager (if available)	
Identify Options and Contingencies	
Discuss and agree Gold Group decisions <i>Agree future response strategy. Agree Silver Group recommendations and Record decisions. Consider financial considerations</i>	
Consideration to be given to staff redeployment/ mutual aid <i>Is there potential for internal staff redeployment or mutual aid to be required? All requests from Silver Group</i>	
Take Action and Review What Happened	
Review of Actions allocated in the meeting <i>Information Officer to run through actions and confirm.</i>	
Reporting Schedule <i>Discuss reporting schedule. Consider Silver Group meeting schedule</i>	
Date, Time and Location of next meeting <i>If this is the final meeting consider the stand down arrangements and quick re-establishment if necessary</i>	

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Gold Group Agenda				
Admin	Confirmation of:			
	Chair:	Name	Deputy:	Name
	Information Officer & Note Taker:	Name	Location:	Venue / Virtual
		Name		
Gather Information	<ul style="list-style-type: none"> Roll Call / Introductions Items for urgent attention Review of Actions from last meeting 			
	<ul style="list-style-type: none"> Is this a Major Incident? Critical information or decision points for discussion Shared Situation Awareness (Overview) <ul style="list-style-type: none"> Silver Group Chair/Emergency Management Update Gold Group Members Update Media Updates Updates by Exception Identification of additional Service Areas/ Agencies required 			
Assess	<ul style="list-style-type: none"> Shared Understanding of Risk (Community / Corporate Risk Registers) Gold Group Aim / Objectives 			
Powers	<ul style="list-style-type: none"> Key Powers / Policies being utilised by council service areas Emergency Plans activated or being considered Communication with the Public 			
Options	<ul style="list-style-type: none"> Decisions taken / Gold Group Direction Staff Redeployment/ Mutual Aid Requests 			
Action	<ul style="list-style-type: none"> Review of Actions Date, Time & Location of Next Meeting 			

The Gold Group Chair is responsible for signing off the meeting Action Report (unless this is delegated to the Emergency Management representative).

Meeting Tips:

Videoconference / Teleconference / Meeting Details Calls will generally be on/via Microsoft Teams with details for joining the call shared via the initial notification (alternative teleconference details are detailed in the council's Emergency Response and Recovery Plan Appendix 9).	
For all Meetings	
Follow the Agenda	Use Plain English and avoid the use of acronyms
Read the latest Action Report/ information update (if available) before you join the meeting	Respect when others are talking, try not to interrupt – Speak only when required
Have council's Emergency Response and Recovery Plan to use as a reference	Ensure you have completed or able to update on any outstanding actions
Follow the instructions provided by the chair and share information when requested	You can email updates to the Information officer and emergency.management@iow.gov.uk
Videoconference / Teleconference Etiquette Note many videoconferences/teleconferences will be recorded	
Dial in /click the link early at least 10 minutes before start time	Test technology in advance of the meeting to resolve any issues
Dress appropriately for the meeting and find a suitable quiet location and background - considering who can hear/see the call	When speaking introduce yourself first
	Only use your camera when speaking to reduce the bandwidth demands
Provide your name / organisation type it in the chat bar. Identify if you are the representative or support /advisor	If sharing on video calls share a 'window' not the 'screen' to prevent information breaches
On video call raise your hand, if possible, if you would like to contribute	When not speaking mute your phone/microphone to reduce noise
Attending a physical location	
If possible visit / familiarise yourself with any pre identified sites before activation	Consider how you may travel to /park at the location (consideration for snow)
Arrive early – DO NOT ENTER MEETINGS AFTER THE START TIME unless asked by the chair	Ensure you have authority relevant (to provide resource/finances etc.) to the meeting you attend
Make sure you talk to other service areas/agencies, engage outside the meeting	Take organisational and service area plans you may require
Suggested Equipment to attend a physical location	
Identification (Work ID card)	Mobile and phone charger
Laptop and power cable	Appropriate Contact list(s)
Refreshments / food - may not be provided	Stationary

Action Card: Gold Group Chair

As the Gold Group Chair, you will:	✓
Ensure that a Information Officer and Note Taker have been identified and they are familiar with their action card (Emergency Management may already have this in hand)	
Ensure attendees receive the Gold Group agenda, Guidance notes and Gold Group Member action card	
Introduce yourself and carry out introductions of attendees	
Commence meeting using the Gold Group agenda – there is an opportunity at the beginning of the meeting for attendees to raise and action urgent items prior to the main agenda items	
Gather information and intelligence	
Follow the agenda, maintain situational awareness by asking: <ul style="list-style-type: none"> • What has happened? • What is happening now? • What is being done about it? • What has not or is not happening, that you might otherwise have expected? • What are the likely impacts arising from this and the risks to the community, infrastructure and environment? • On the basis of the facts and your assessment of impacts and risks, what might happen in the future? 	
Assess Risks and Develop a Working Strategy	
Create the Gold Group strategy including an aim and strategic objectives, if Silver Group has already identified this then agree or amend as necessary and communicate back to Silver Group through Silver Group Chair	
It is suggested that the aim should be: <ul style="list-style-type: none"> • Singular – giving one overall condition to be brought about • Expressed as an “active” verb in the infinitive • Short and memorable, preferably expressed in one concise sentence. • Subject to sense-check by its authors, who should ask themselves “would this give me, when faced with difficult choices and multiple options, the confidence to identify (quickly) which choice best supports the overall aim” 	
Consider Powers, Policies and Procedures	
Identify which emergency plans should be consulted/ activated, seek advice from Emergency Management	
Identify Options and Contingencies	
Lead group discussion and agreement of appropriate response actions. Ensure that actions are ‘SMART’ and recorded by the Information Officer.	
Take Action and Review What Happened	
Confirm assigned actions with the group, the Information Officer will assist and ensure that the Action report is circulated to Gold Group members as quickly as possible	
Create a reporting schedule (sometimes known as ‘battle rhythm’) between all cells operating. Consider the following: <ul style="list-style-type: none"> • Keeping Gold Group meetings brief and focussed (30 mins) • Setting Gold Group meeting times to fit in with Silver Group meeting times (e.g. 1 hour after) • Allowing adequate time for agencies to progress assigned actions between meetings • The time required to provide an update to the Situation Report 	
Ensure that Gold Group decisions and actions are communicated to the Silver Group via the Silver Group Chair if active	

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Action Card: Gold Group Member

As a Gold Group member, you will:	✓
In advance of a Gold Group: <ul style="list-style-type: none"> • Ensure familiarity with the Council's Emergency Response and Recovery Plan (ERRP) • Understand your role in the Gold Group • Participate in training and exercises in relation to your response role 	
When alerted that a Gold Group is required: <ul style="list-style-type: none"> • Establish the location of the Gold Group • Arrange to attend the Gold Group • Obtain any information on security arrangements • Ensure familiarity with appropriate emergency plans 	
Gather information and intelligence	
When a Gold Group is established: <ul style="list-style-type: none"> • Report to Gold Group Chair • Attend meetings and support Gold Group Chair • Agree membership as a group • Carry out tasks as agreed by the Gold Group Chair • Agree suitable relief and change-over times with other service area representatives 	
Maintain situational awareness by asking: <ul style="list-style-type: none"> • What has happened? • What is happening now? • What is being done about it? • What has not or is not happening, that you might otherwise have expected? • What are the likely impacts arising from this and the risks to the community, infrastructure and environment? • On the basis of the facts and your assessment of impacts and risks, what might happen in the future? 	
Assess Risks and Develop a Working Strategy	
Establish a policy framework for the overall management of the event or situation	
Prioritise the requirements of the tactical tier and allocate personnel and resources accordingly	
Formulate and implement media-handling and public communication plans, potentially delegating this to one responding agency	
Direct planning and operations beyond the immediate response in order to facilitate the recovery process	
Consider Powers, Policies and Procedures	
Identify which emergency plans should be consulted/ activated, seek advice from Emergency Management	
Identify Options and Contingencies	
Participate in group discussion and agreement of appropriate response actions. Ensure that actions you agree to on behalf of your organisation are SMART (Specific, Measurable, Assignable, Realistic and Time-related)	
Take Action and Review What Happened	
Review and complete actions within identified timescale and report back to next meeting on progress	

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Action Card: Gold Group Information Officer

As the Gold Group Information Officer you will:	✓
Use the Action Report Template provided	
Fill it in electronically and save where identified by the Emergency Management Team	
Record all actions, decisions, significant information in line with Agenda headings	
Gather information and intelligence	
<p>Note key points and information as the group considers:</p> <ul style="list-style-type: none"> • What has happened? • What is happening now? • What is being done about it? • What has not or is not happening, that you might otherwise have expected? • What are the likely impacts arising from this and the risks to the community, infrastructure and environment? • On the basis of the facts and your assessment of impacts and risks, what might happen in the future? 	
Assess Risks and Develop a Working Strategy	
Note key points and information as the group creates the tactical plan including an aim and strategic objectives.	
<p>It is suggested that the aim should be:</p> <ul style="list-style-type: none"> • Singular – giving one overall condition to be brought about • Expressed as an “active” verb in the infinitive • Short and memorable, preferably expressed in one concise sentence. • Subject to sense-check by its authors, who should ask themselves “would this give me, when faced with difficult choices and multiple options, the confidence to identify (quickly) which choice best supports the overall aim” 	
Consider Powers, Policies and Procedures	
Note key points and information as the group considers: Which emergency plans should be consulted/ activated	
Identify Options and Contingencies	
Record group actions, timescales and action owners as directed by the Gold Group Chair Actions should be SMART (Specific, Measurable, Assignable, Realistic and Time-related)	
Take Action and Review What Happened	
Ensure that the Chair goes through all of the recorded actions with the Silver Group members	
Distribute the Action Report to the Gold Group members	

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Gold Group Action Report template:

IWC GOLD GROUP (IWCGOLD) ACTION REPORT		Date: Time(24hr):	17/08/2021 17:32	IWCGOLD #001		
		OFFICIAL: SENSITIVE				
Insert incident name						
IWC Gold Group						
Gold Group Chair: <i>insert name and Service Area</i> Information Officer: <i>insert name and Service Area</i>						
#	Action	Last meeting:		Next Meeting:		
		Assigned to (Name/agency)	Assigned at Date and Time	Complete by Date and time	Comments Date and time Venue/Teleconference	Status
IWCGOLD 001	What is the action When an action has been completed it can be deleted off the next action report	Who is responsible for that action	Date and Time assigned	Date and time when action should be closed	Any comments or updates on action progress	Red – not started Amber – in progress Green – Complete
IWCGOLD 002						
IWCGOLD 003						
Note completed actions are removed from the action report after they have been on one action report as green complete						
(Add new information in red) 17/08/2021						
Insert key points, summary and decisions (this can be in bullet points) from Gold Group here, you would usually delete all previous information Significant decisions will require a decision log, if used reference this here Save the Action Report with a title in the following Format: YearMonthDay Action Report No XXXX						
Action reports should be agreed with the Gold Group Chair and circulated as soon as possible after the meeting.						

ACTION REPORT

ACTION REPORT

Page 1 of 2

Newly added information in red
ACTION REPORT

Appendix 6 - Emergency Control Centre, Silver and Gold Group Set Up Arrangements

SECTION 1: INTRODUCTION

1.1 Scope of these Arrangements

The Emergency Control Centre (ECC) Arrangements sets out the guidance for

- The council in setting up and managing a council ECC;

This document is deliberately flexible to enable the set-up of an ECC to meet the needs of the response.

1.2 Functions of the ECC

The council's ECC works closely with services and when activated the Silver Group to coordinate a response. Its main functions will be to:

- Collect, Collate and disseminate information so that informed decisions can be made in a timely manor
- Coordinate work and act as a central liaison point for the council service areas and other organisations assisting during an incident
- Record and time all requests for services and resources and the actions taken
- Maintain an incident log

1.3 Triggers for setting up the ECC

Although there are not prescriptive triggers for the set of the ECC, the planning assumption within section 2.3 of the council's Emergency Response and Recovery Plan identifies that it could be set up if the response falls under the level of coordinated or major incident.

SECTION 2: ECC ACTIVATION

2.1 Who can make the decision activate the ECC?

The decision to activate the ECC will be made by the EMDO either on their own or in consultation with other members of the Emergency Management Team, the key services areas affected by the incident and the Senior Duty Officer (SDO) as necessary.

2.2 How will the ECC be activated?

Once the decision has been made to activate the ECC, the Emergency Management Duty Officer will request support from other team members to call in colleagues to fill the roles required.

2.3 Location of the ECC

In the first instance the ECC can be stood up virtually using MS Teams to facilitate meetings and the sharing of information between the ECC members. Depending on the level and nature of response required it may be necessary to physically set up the Emergency Control Centre (ECC), from which the Council's initial response and ongoing shared situational awareness will be coordinated. There are two location options available to accommodate the ECC being:

- **REDACTED**

- REDACTED

REDACTED

When identifying an appropriate ECC, consideration should be given to the anticipated duration of the response and the ability of the Council to maintain an appropriate level of business as usual / critical activities whilst the ECC is in operation – for a protracted response Westridge may be more favourable than County Hall.

Further details on the facilities available in both locations are contained within Annex 1.

2.4 Access to the ECC

REDACTED

2.5 Notification that ECC is activated

Notification internally will be made via an email to REDACTED.

Notification externally will be made to individual blue light control rooms as appropriate.

2.6 Identification of staff for the ECC

The Emergency Management Team will initially staff the control room using trained emergency response volunteers. However should the incident require more resource or become protracted then the SDO/Senior Manager will be tasked with identifying more resource, escalating this to the Gold level if required.

2.7 Initial ECC Actions

The Emergency Control Centre Manager will need to consider the following checklist as initial actions

Completed when added below ✓	Actions:
	Clarify the location of cell with the Emergency Management Duty Officer
	Ensure that all relevant ECC roles are represented as required
	Provide Health and Safety briefing at initial meeting (related to the building/incident etc.)
	Clarify the actions/tasks set by the Emergency Management Duty Officer
	Identify a cell member to set up and maintain the MS Teams ECC channel
	Identify the frequency of cell meetings

SECTION 3: ROLES AND RESPONSIBILITIES

3.1 ECC Manager

The person identified as the Emergency Control Centre Manager will be required to manage the activities of the cell including:

- Ensure that the ECC has the appropriate level of resource to fulfil the required roles and if not escalate to the Emergency Management Duty Officer/Silver Commander/Silver Group as required
- Ensure the health and safety of cell members
- Task cell members to complete actions within their roles
- Report on information received to the Emergency Management Duty Officer/council Silver Commander or Silver Group in line with timescales or level of importance identified in the initial brief
- Represent the ECC at Silver Group Meetings
- Arrange links between other activated cells for information sharing
- Consider and implement staffing rotas should the incident become protracted to ensure that critical activities can be maintained
- Ensure that an Action report of key actions and decisions is maintained for the cell after each meeting; and
- Ensure that a record of financial spend for the cell is maintained and provided upon request to the Logistics cell

3.2 Deputy ECC Manager

The Deputy ECC Manager will be identified from a staff member undertaking one of the other roles in the ECC. They will be responsible for managing the ECC if the Manager is called away to meeting or taking scheduled breaks and will undertake the activities outlined in 3.1 above.

3.3 Information Officers

Information Managers will be required to log all information coming into the ECC as reported to the ECC Manager. Further information on how this will be achieved will be provided upon set up of the ECC.

3.4 Call Operators

The Call Operator will be required to receive and provide accurate and documented telephone communication within the ECC.

3.6 GIS Specialist

The Plotter/GIS officer will be required to maintain accurate mapping, briefing and information visual displays requested in respect of the response.

3.7 ECC Assistant

ECC Assistants will be required to enable the smooth running of administration and operational functions.

SECTION 4: MANAGEMENT OF THE ECC

4.1 Management of Staff

The management of staff within the ECC will be the responsibility of the ECC Manager or the nominated Deputy in line with section 3.1 above.

4.2 Information Management

The ECC will collate information coming into the council from a variety of sources such as the contact Centre or Wightcare, any deployed staff on scene and other agency control rooms.

The information needs to be collated in a sensible format to enable the ECC Manager to report it to the Emergency Management Duty Officer, Silver Commander, Silver Group, Gold Group or back to scene as necessary.

4.3 Logging of Actions

Staff who will be working in the ECC will be provided with training on how to use the log books to log their actions whilst in the ECC. Details on what to do with the log books when completed are on each blank log book. The Emergency Management Team is exploring electronic action logging solutions and therefore upon activation of the ECC it may be the case that this substitutes the use of the physical log book.

4.4 Staff Rotas

If the incident becomes protracted, then a staffing rota will need to be implemented. Instruction will be provided to the ECC Manager as to the relevant operational times for the ECC and suggested shift patterns by the Emergency Management Team.

4.5 Layout of the ECC

The layout of the ECC will be dictated by the room being used and the roles that are required to staff the ECC appropriately as detailed in Section 3.

SECTION 5: ECC STAFF HEALTH, SAFETY AND WELFARE

Section 6 of the council's Emergency Response and Recovery Plan outlines the considerations for staff health safety and welfare. The ECC Manager is responsible for the health, safety and welfare of staff working in the ECC and must immediately escalate any concerns to the Emergency Management Team and Silver Commander so that they can be dealt with appropriately.

SECTION 6: ECC EQUIPMENT REQUIREMENTS

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SECTION 7: ECC STAND DOWN AND DEBRIEF

7.1 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.

7.2 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 arrangements.

A debrief specifically for the response to the emergency will be co-ordinated by the Isle of Wight 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 utilised throughout the response;
- A hot debrief immediately after the instruction to stand down facilitated by the Emergency Management Team;
- A structured debrief which will take place after the response to the emergency in accordance with the timescales set by the Emergency Management Team.

All Council service areas and external agencies involved in the response 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 as part of the Resilience Managers quarterly report.

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

Debrief outcomes will also be fed into multi agency debriefs where relevant.

SECTION 8: SILVER AND GOLD GROUP LOCATIONS

The details on when the Silver and Gold Group will be activated are contained within Section 4 of the council's Emergency Response and Recovery Plan. This section outlines the options for the physical location of the Silver and Gold Group meetings.

REDACTED

SECTION 9: ANNEXES

Annex 1 – ECC Locations and Facilities

REDACTED

Appendix 7 – Example Council Response to Planned Events

1. Scope of the Plan

The purpose of this plan is to enable the Isle of Wight Council to manage the impacts of emergency situations resulting from the staging of the (name of event).

For the purpose of this plan an emergency is defined as a situation which;

- Threatens serious damage to human welfare and / or the environment
- Threatens significant disruption to the Island's residents
- Exceeds the capacity of a category 1 Responder

This plan relates to the activities and responsibilities of the Councils Events Planning Group (EPG) in an emergency response during the period of the event.

This Plan sets out the relationship during an emergency response between the EPG and onsite groups including the Event Control (EC) or Event Liaison Team (ELT) and in the event of it being established, a multi-agency Tactical Coordinating Group (TCG).

This plan **does not** define alternative “business as usual” arrangements put in place by Isle of Wight Council Service Areas for the period of the event, such as changes to refuse collection, Contact Centre arrangements and parking restrictions – these arrangements can be found in the Isle of Wight Council Event Operations Plan.

This plan **does not** define traffic management arrangements; such arrangements are developed, held and managed by the event organiser, Island Roads, council's PFI Contract Management Team and the IWC Highways & Transport Consultant

2. Isle of Wight Council EPG Aim and Objectives in Respect of Emergency Response

The **aim** of the EPG is to manage the impact of an emergency during the event.

The **objectives** of the EPG both prior to and during the event, are to:

- monitor and evaluate risk; and
- activate and manage a proportionate IWC response to the identified level of risk.

And during a response to an emergency:

- co-ordinate the activities of IWC Service Areas;
- engage with partner organisations on and/or off the Island;
- communicate with the Public;
- ensure an accurate record is kept of all decisions and actions; and
- contribute to a debrief.

3. Activation and Escalation

During periods of increased levels of risk that fall within the period of the event (such as the ingress and egress operations) the following EPG staff will, appropriate to the type and level of risk, be on site:

- IWC Event Control/ Liaison Team (EC or ELT) representative (IWC Licensing)
- IWC Bronze Commander
- A representative from Emergency Management

Dependant on the level and type of risk or in the event of an emergency situation, the IWC Silver Commander may request the activation of Silver Group to coordinate the council response.

See section 6 of this appendix for suggested locations of Silver Group.

EPG members may be required to work from the on or off site Silver Group or participate via MS Teams or teleconference (the details for teleconferencing can be found at Appendix 9 of this plan).

If an emergency situation occurs exceeding the capabilities of the Event Control/ Liaison Team, there may be cause to initiate a multi – agency response. Details of such a response are set out within the Isle of Wight Safety Advisory Group’s Multi-Agency Event Emergency Response and Recovery Plan for each event.

Isle of Wight Council: Event Emergency Response Management Structure, in relation to that of a multi – agency response (*business as usual activities in blue full lines, response in red broken lines*)

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Figure 14: Isle of Wight Council Event Emergency Response Management Structure, in relation to a Multi-Agency Response

4. Roles and Responsibilities of Events Planning Group Members, in Respect of Emergency Response

4.1 IWC Event Liaison Team (EC/ELT) Representative(s):

- act as the Isle of Wight Council's first point of contact for the Event organiser and other EC/ELT Agencies, during EC/ELT opening times;
- inform the IWC Bronze of any issues or risks that may require liaison with EC/ELT;
- attend EC/ELT meetings, on behalf of the IWC;
- participate in the Silver Group, either through MS Teams, teleconferencing or physical attendance, and;
- assist in the development of strategy(ies) for consideration by the IWC Silver Commander.

4.2 IWC Bronze Commander

- monitor and evaluate risk prior to and during the event ;
- act as the IWC Silver Commanders on site representative during the event;
- escalate issues to the IWC Silver Commander, and;
- assist in the development of strategy(ies) to be implemented by the Silver Group members.

4.3 IWC Silver Commander

- monitor and evaluate risk;
- act as the Senior IWC representative prior to and during the event;
- escalate issues to the IWC Gold Commander
- request the activation of and chair an IWC Silver Group
- determine strategy(ies) to be implemented by the IWC Silver Group;
- consider and make available resource required to implement the strategy(ies);
- communicate the strategy(ies) to other agencies and the event organiser;
- liaise with other agency Silver Commanders in the establishment of a TCG, and;
- facilitate liaison with Councillors between the IWC Gold Commander and / or relevant IWC Officer

4.4 IWC Gold Commander

- provide strategic level management when resources, expertise or co-ordination are required beyond the capacity and authority of the Silver Commander:
- participate in a Strategic Co-ordinating Group (SCG)
- liaise with Councillors;
- formulate and implement media handling and public communications plans;
- direct operations beyond the immediate response to facilitate the recovery process.

4.5 Emergency Management

- provision of Officer to attend site
- provision of 24 / 7 Duty Officer cover
- monitor and evaluate risk prior to and during the event
- activation and management of an IWC Silver Group
- act as technical advisor to the IWC Bronze / Silver / Gold Commanders
- facilitate a debrief

4.6 IWC Service Areas

IWC Service Areas will maintain their own business continuity arrangements during the period of the event in accordance with the IWC Event Operational Plan and, when requested by the IWC Silver Commander, be expected to participate in the EPG (through MS Teams, teleconferencing or physical attendance at a Silver Group) and assist in the development of strategy(ies) for consideration by the IWC Silver Commander.

A core group exists of EPG members who have identified roles in a response to an emergency during an event; these are defined in the following table:

IWC Service Area	Role
Communications and Engagement	<ul style="list-style-type: none"> • Ensure consistency of media messages through liaison with media representatives from other agencies / event organiser • Utilise the IWC website & social media
PFI CMT	<ul style="list-style-type: none"> • Ensure IR compliance with any event related IR plans • Act as a single point of contact between the IWC and IR
Contract Management & Schools Transport	<ul style="list-style-type: none"> • Consider the impact of an emergency on refuse collection and school transport operations
Environment Officers	<ul style="list-style-type: none"> • Under direction from the Silver Group assess the local impacts of the emergency situation
Regulatory Services	<ul style="list-style-type: none"> • Regulatory Services - Investigate and manage issues that may require investigation or action by Licensing, Environmental Health or Trading Standards. This would include incidents that may have environmental, animal or public health significance.
Wightcare	<ul style="list-style-type: none"> • Ensure continued care and support of vulnerable residents
Contact Centre	<ul style="list-style-type: none"> • Support the dissemination of messages to residents
Public Health	<ul style="list-style-type: none"> • Manage issues of public health significance

The Contact details of the EPG Members will be circulated prior to the event.

5. Stand Down and Debrief

5.1 Stand Down

The IWC Silver Commander will issue the instruction to stand down the IWC response to an emergency. The following are a suggested, but not exclusive, list of stand down triggers:

- When information has been received which forecasts that the risk or impact of the emergency is currently or imminently receding, or has ceased
- The incident is no longer occurring on and/or affecting the Isle of Wight
- If the impacts of the incident are less severe than anticipated

5.2 Debrief

A debrief for the response to an emergency will be carried out in line with section 12 of this plan.

6. IWC Silver Group Arrangements

Should the decision be taken to establish an IWC Silver Group the Emergency Management Team will, in consultation with the IWC Silver Commander select one of the following options for the location of the Silver Group.

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Appendix 8 – Joint National Decision Model

When commanders from the three emergency services 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.

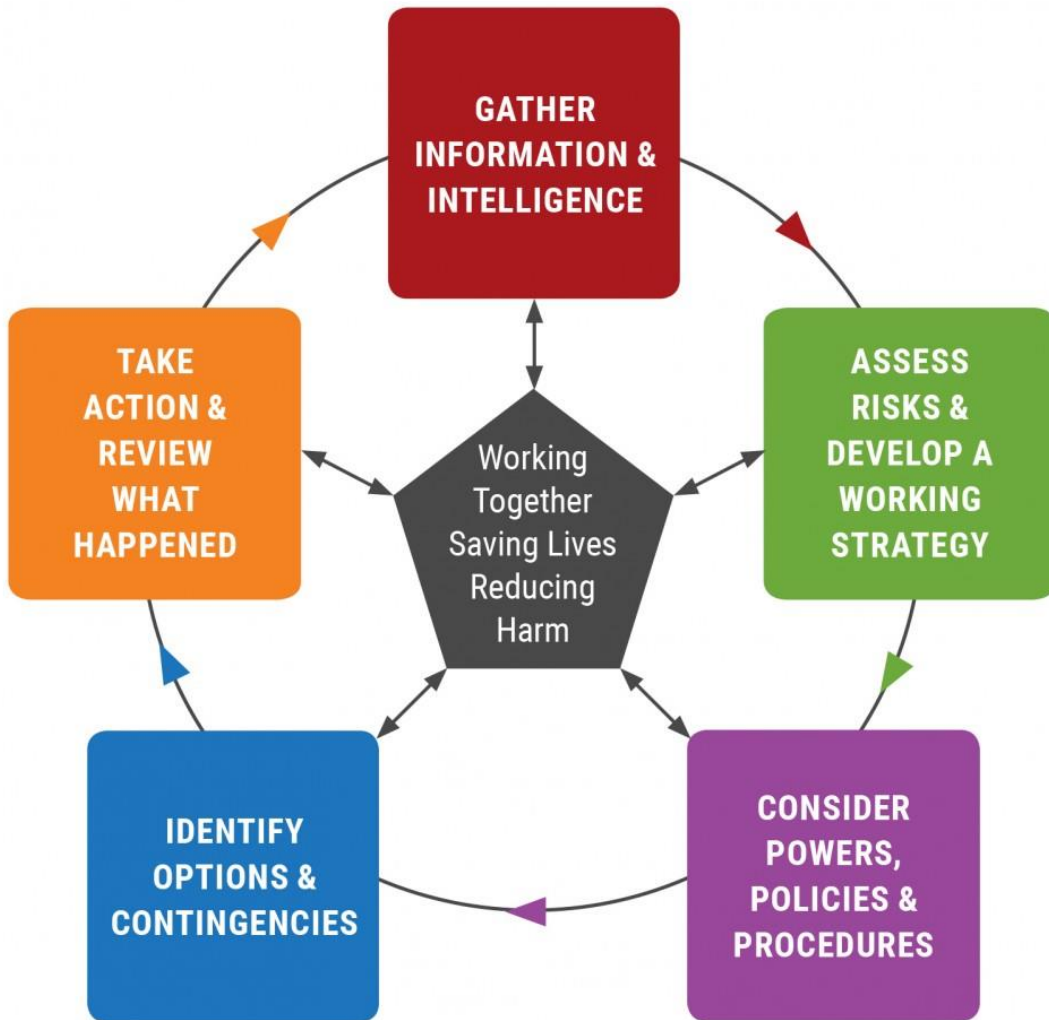


Figure 15: JESIP Joint Decision Making Model

Appendix 9 – Teleconference Details

REDACTED

Appendix 10 – Recovery Cell Agenda and Action Cards

Recovery Cell Agenda Guidance Notes	
Confirmation of Lead Directorate and Recovery Cell Chair	
Roll-call / introduction of participants <i>Information Officer to note attendees in Action Report</i>	
Review of Actions (see previous action report)	
Gather Information and Intelligence	
Update on response (if Silver Group still active)	
Latest Update Chair to provide overview	
Reporting from Working Group/ Workstream managers	
Additional information from individual RCG members <i>Emerging pressures, risks, or opportunities? Has an incident like this happened before (here or elsewhere) we could learn from?</i>	
Identification of other agencies who should be represented in the Recovery Cell <i>Consider inviting Category 2 Responders / Voluntary Sector Partners / Community Representatives</i>	
Review Risks and Working Strategy	
Review and agree <ul style="list-style-type: none"> • recovery aim & objectives • priorities / exit strategy • working group structure and Workstream managers <i>Any changes to risk or working strategy should be recorded in the Action Report</i>	
Consider Powers, Policies and Procedures	
Emergency Plans <i>Which Plans are we working to (e.g., IWC Emergency Response and Recovery Plan, HIOW LRF Community Recovery Plan)</i> <i>Are there any existing policies / procedures that may be implemented to manage aspects of recovery?</i>	
Media Strategy <i>Review the media strategy</i>	
Identify Options and Contingencies	
Discuss and agree on strategic recovery decisions <i>Is a decision log required?</i>	
Consideration to be given to request mutual aid	
Consideration to be given to financial support	
Take Action and Review What Happened	
Allocation/review of actions <i>Action report to be circulated</i>	
Reporting schedule <i>Reporting Schedule - suggest timescale/ how long? Communicate/agree with Silver/Gold Group(s)</i>	
Date, Time and Location of next meeting	

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Recovery Cell Agenda				
Admin	Confirmation of:			
	Chair:	Name	Deputy:	Name
	Information Officer & Note Taker	Name Name	Location	Venue/ Virtual
Gather Information	<ul style="list-style-type: none"> • Roll Call / Introductions • Review of Actions from last meeting 			
	<ul style="list-style-type: none"> • Shared Situation Awareness (Overview) <ul style="list-style-type: none"> ○ Update on response ○ Working Group/ workstream lead Updates ○ Updates by Exception • Identification of additional agencies required 			
Assess	<ul style="list-style-type: none"> • Recovery Strategy • Recovery Structure 			
Powers	<ul style="list-style-type: none"> • Emergency Plans activated or being considered • Media Strategy 			
Options	<ul style="list-style-type: none"> • Decisions taken / Strategic Direction • Mutual Aid Requests • Financial Support 			
Action	<ul style="list-style-type: none"> • Review of Actions • Date, Time & Location of Next Meeting 			

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Meeting tips:

Videoconference / Teleconference / Meeting Details	
Calls will generally be on/via Microsoft Teams with details for joining the call shared via the initial notification (alternative teleconference details are within Appendix 9).	
For all Meetings	
Follow the Agenda	Use Plain English and avoid the use of acronyms
Read the latest Action Report before you join the meeting	Respect when others are talking, try not to interrupt – Speak only when required
Have relevant handbook to use as a reference	Ensure you have completed or able to update on any outstanding actions
Follow the instructions provided by the chair and share information when requested	You can email updates to the Information officer
Videoconference / Teleconference Etiquette	
Note many videoconferences/teleconferences will be recorded	
Dial in /click the link early at least 10 minutes before start time	Test technology in advance of the meeting to resolve any issues
Dress appropriately for the meeting and find a suitable quiet location and background - considering who can hear/see the call	When speaking introduce yourself first Only use your camera when speaking to reduce the bandwidth demands
Provide your name / organisation type it in the chat bar. Identify if you are the representative or support /advisor	If sharing on video calls share a 'window' not the 'screen' to prevent information breaches
On video call raise your hand, if possible, if you would like to contribute	When not speaking mute your phone/microphone to reduce noise
Attending a physical location	
If possible visit / familiarise yourself with any pre identified sites before activation	Consider how you may travel to /park at the location (consideration for snow)
Arrive early – DO NOT ENTER MEETINGS AFTER THE START TIME	Ensure you have authority relevant to the meeting you attend
Make sure you talk to other agencies, engage outside the meeting	Take organisational plans you may require
Suggested Equipment to attend a physical location	
Identification (Work ID card)	Mobile and phone charger
Laptop and power cable	Appropriate Contact list(s)
Stationary	Personal Logbook/ Decision logs
	Refreshments / food - may not be provided

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Action Card: Recovery Cell Chair

As the Recovery Cell Chair, you will:	✓
Ensure that a Information Officer and Note Taker have been identified and they are familiar with their action card (Emergency Management may already have this in hand)	
Ensure attendees receive the Recovery Cell agenda, Guidance notes and Recovery Cell Member action card	
Introduce yourself and carry out introductions of attendees	
Commence meeting using the Recovery Cell agenda	
Gather information and intelligence	
Follow the agenda, maintain situational awareness by asking: <ul style="list-style-type: none"> • What has happened? • What is happening now? • What is being done about it? • What has not or is not happening, that you might otherwise have expected? • What are the likely impacts arising from this and the risks to recovery efforts in relation to the community, infrastructure and environment? • On the basis of the facts and your assessment of impacts and risks, what might happen in the future? 	
Assess Risks and Develop a Working Strategy	
Create the Recovery cell strategy including an aim and objectives	
It is suggested that the aim should be: <ul style="list-style-type: none"> • Singular – giving one overall condition to be brought about • Expressed as an “active” verb in the infinitive • Short and memorable, preferably expressed in one concise sentence. • Subject to sense-check by its authors, who should ask themselves “would this give me, when faced with difficult choices and multiple options, the confidence to identify (quickly) which choice best supports the overall aim” 	
Consider Powers, Policies and Procedures	
Identify which emergency plans should be consulted/ activated, seek advice from Emergency Management, also consider Media Strategy	
Identify Options and Contingencies	
Lead group discussion and agreement of appropriate response actions. Ensure that actions are ‘SMART’ and recorded by the Information Officer.	
Take Action and Review What Happened	
Confirm assigned actions with the group, the Information Officer will assist and ensure that the Action report is circulated to Recovery Cell members as quickly as possible	
Create a reporting schedule (sometimes known as ‘battle rhythm’) between all cells operating. Consider the following: <ul style="list-style-type: none"> • Keeping Recovery Cell meetings brief and focussed (30 mins) • Setting Recovery Cell meeting times to fit in with Silver and Gold Group meeting times (e.g. 1 hour after) • Allowing adequate time for agencies to progress assigned actions between meetings • The time required to provide an update to the Situation Report 	
Ensure that Recovery Cell decisions and actions are communicated to the Silver and Gold Groups when attend as Recovery Cell chair if groups active	

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Action Card: Recovery Cell Member

As a Recovery Cell member, you will:	✓
In advance of a Recovery Cell: <ul style="list-style-type: none"> • Ensure familiarity with the Council's Emergency Response and Recovery Plan (ERRP) • Understand your role in the Recovery Cell • Participate in training and exercises in relation to your response role 	
When alerted that a Recovery Cell is required: <ul style="list-style-type: none"> • Establish the location of the Recovery Cell • Arrange to attend the Recovery Cell • Obtain any information on security/ access arrangements • Ensure familiarity with appropriate emergency plans 	
Gather information and intelligence	
When a Recovery Cell is established: <ul style="list-style-type: none"> • Report to Recovery Cell Chair • Attend meetings and support Recovery Cell Chair • Agree membership as a group • Carry out tasks as agreed by the Recovery Cell Chair • Agree suitable relief and change-over times with other service area representatives 	
Maintain situational awareness by asking: <ul style="list-style-type: none"> • What has happened? • What is happening now? • What is being done about it? • What has not or is not happening, that you might otherwise have expected? • What are the likely impacts arising from this and the risks to recovery efforts in relation the community, infrastructure and environment? • On the basis of the facts and your assessment of impacts and risks, what might happen in the future? 	
Assess Risks and Develop a Working Strategy	
Establish a policy framework for the overall management of the event or situation	
Prioritise the requirements of the tactical tier and allocate personnel and resources accordingly	
Formulate and implement media-handling and public communication plans, potentially delegating this to one responding agency	
Direct planning and operations beyond the immediate response in order to facilitate the recovery process	
Consider Powers, Policies and Procedures	
Identify which emergency plans should be consulted/ activated, seek advice from Emergency Management	
Identify Options and Contingencies	
Participate in group discussion and agreement of appropriate response actions. Ensure that actions you agree to on behalf of your organisation are SMART (Specific, Measurable, Assignable, Realistic and Time-related)	
Take Action and Review What Happened	
Review and complete actions within identified timescale and report back to next meeting on progress	

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Action Card: Recovery Cell Information Officer

As the Recovery Cell Information Officer you will:	✓
Use the Action Report Template provided	
Fill it in electronically and save where identified by the Emergency Management Team	
Record all actions, decisions, significant information in line with Agenda headings	
Gather information and intelligence	
Note key points and information as the group considers: <ul style="list-style-type: none"> • What has happened? • What is happening now? • What is being done about it? • What has not or is not happening, that you might otherwise have expected? • What are the likely impacts arising from this and the risks to recovery efforts in relation to the community, infrastructure and environment? • On the basis of the facts and your assessment of impacts and risks, what might happen in the future? 	
Assess Risks and Develop a Working Strategy	
Note key points and information as the group creates the Recovery Strategy including an aim and strategic objectives.	
It is suggested that the aim should be: <ul style="list-style-type: none"> • Singular – giving one overall condition to be brought about • Expressed as an “active” verb in the infinitive • Short and memorable, preferably expressed in one concise sentence. • Subject to sense-check by its authors, who should ask themselves “would this give me, when faced with difficult choices and multiple options, the confidence to identify (quickly) which choice best supports the overall aim” 	
Consider Powers, Policies and Procedures	
Note key points and information as the group considers: Which emergency plans should be consulted/ activated	
Identify Options and Contingencies	
Record group actions, timescales and action owners as directed by the Recovery Cell Chair Actions should be SMART (Specific, Measurable, Assignable, Realistic and Time-related)	
Take Action and Review What Happened	
Ensure that the Chair goes through all of the recorded actions with the Recovery Cell members	
Distribute the Action Report to the Recovery Cell members	

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Recovery Cell Action Report Template:

IWC RECOVERY CELL (IWC RECOVERY) ACTION REPORT		Date: Time(24hr):	20/08/2021 11:27	IWC RECOVER Y#001
Insert incident name			OFFICIAL: SENSITIVE	

IWC Silver Group		Last meeting:		Next Meeting:	
Silver Group Chair: <i>insert name and service area</i> Information Officer: <i>insert name and service area</i>		Date and time Venue/Teleconference	Date and time Venue/Teleconference	Comments	Status
#	Action	Assigned to (Name/agency) <i>Who is responsible for that action</i>	Assigned at <i>Date and Time assigned</i>	Complete by <i>Date and time for when action should be closed</i>	
IWC RECOVER RY 001	<i>What is the action</i> When an action has been completed it can be deleted off the next action report				Red – not started Amber – In progress Green - Complete
IWC RECOVER RY 002					
IWC RECOVER RY 003					
Note completed actions are removed from the action report after they have been on one action report as green complete					
(Add new information in red) 20/08/2021					
Insert key points, summary and decisions (this can be in bullet points) from Recovery Cell meetings here, you would usually delete all previous information					
Significant decisions will require a decision log, if used reference this here					
Save the Action Report with a title in the following Format YearMonthDay Action Report No XXX					
Action reports should be agreed with the Recovery Cell Chair and circulated as soon as possible after the meeting.					

ACTION REPORT

Appendix 11 – 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
EC	Event Control
ECC	Emergency Control Centre
ELT	Event Liaison Team
EMDO	Emergency Management Duty Officer
EPG	Events Planning Group
ERA	Emergency Response Arrangements
ERRP	Emergency Response and Recovery Plan
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
IR	Island Roads
IRF	Island Resilience Forum
IRF ERA	Island Resilience Forum Emergency Response Arrangements
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

REDACTED VERSION

LO	Liaison Officer
LRF	Local Resilience Forum
LRF ERA	Local Resilience Forum Emergency Response Arrangements
LRF PAT	Local Resilience Forum Partners Activation Teleconference
MAEERRP	Multi-Agency Event Emergency Response and Recovery Plan
MEP	Member of European Parliament
MoD	Ministry of Defence
MP	Member of Parliament
NHS	National Health Service
PAT	Partners Activation Teleconference
PFI CMT	Private Finance Initiative Contract Management Team
RAG	Red, Amber, Green
RCG	Recovery Coordinating Group
SAG	Safety Advisory Group
SCG	Strategic Coordinating Group
SDO	Senior Duty Officer
SITREP	Situational Report
SLDC	Service Learning and Development Centre
TCG	Tactical Coordinating Group
VIP	Very Important Person