

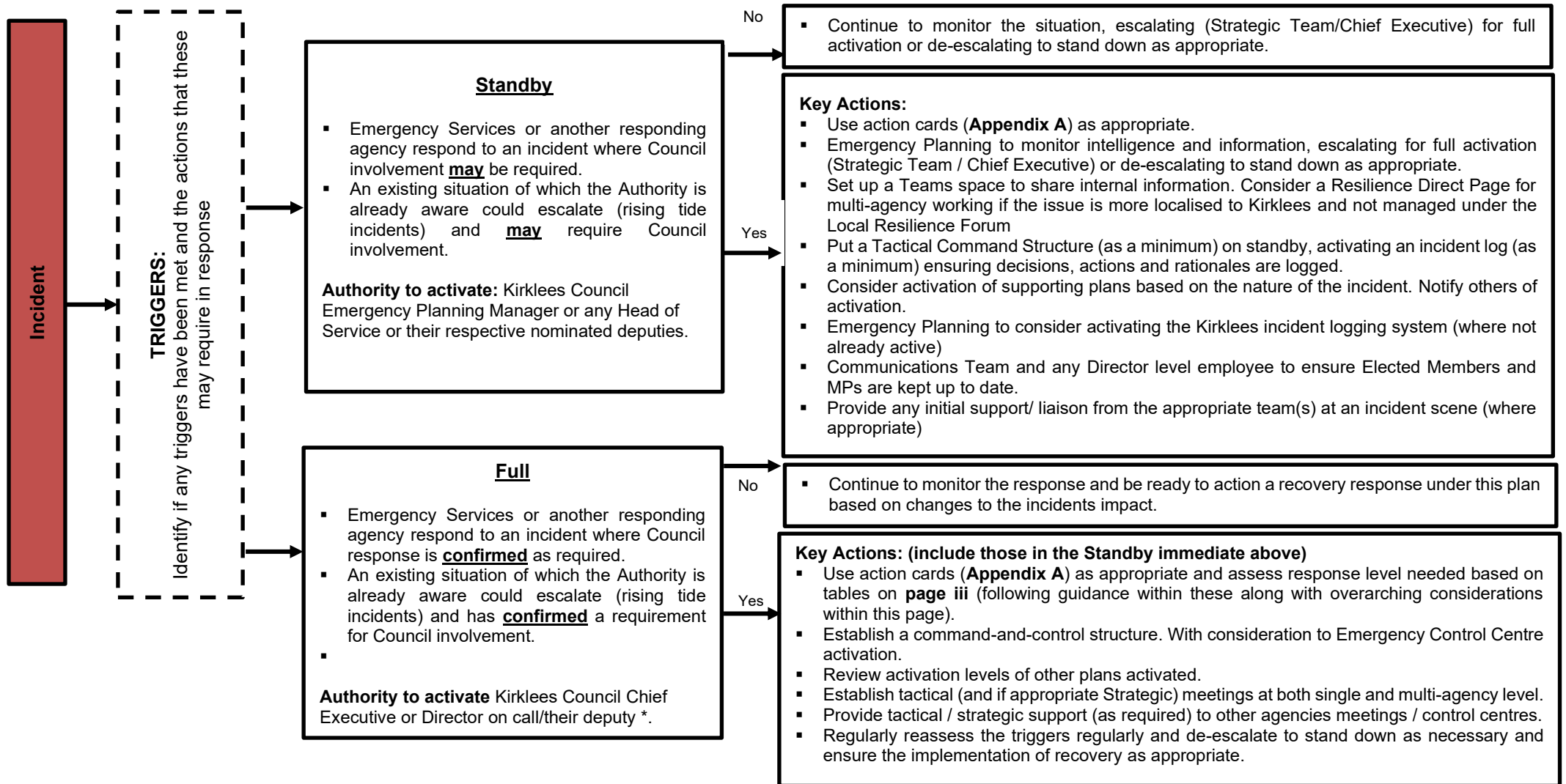


Kirklees Council Major Incident Plan: Overarching Information

- In the event of immediate activation of this plan please turn to Page ii.
- Triggers for Activation can be found on Page iii.



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<i>For details on previous versions and plan amendments see the "Kirklees Council Emergency Planning Amendments Control Document" held by the Emergency Planning Team</i>	

Triggers and Immediate Response Flowchart



* For full activations, this high level of authority is needed due to the potential impacts of decisions related to reducing service provision, providing emergency funding and resource input that may be required and take away from business as usual or pose a reputational impact on the Council

Response Levels

Level	Command Structure	Incident Examples	Key Activities	Trigger Point for Next Level Up
(First Response) MINOR Part Activation of MIP (Major Incident Plan)	Tactical – Emergency Planning Officer on call Operational – Forward Control Officer on scene (if required). Small number of Council Services providing assistance	Routine Incidents <ul style="list-style-type: none"> - Oxyacetylene fire - Inclement weather - Local/short term utility failure - Road closure - Health incident 	<ul style="list-style-type: none"> - Incident log completed - Council Services respond to requests for assistance - Information cascade - Consider on-site attendance to support initial response 	ESCALATION POINT  <ul style="list-style-type: none"> - Unable to cope with normal management arrangements - Significant (prolonged) severe weather/flooding event
(Escalated Response) SERIOUS Part/Full Activation of MIP (Major Incident Plan)	Tactical –Director/ Council Service reps/ Duty Incident Manager (Rota) Operational – Forward Control Officer on scene (Rota). A larger number of Council Services providing assistance	Serious Incidents <ul style="list-style-type: none"> - Severe weather - Utility failure affecting more than 25 houses but less than 250 houses - Small scale chemical leak - Health incident e.g., infection outbreak 	<ul style="list-style-type: none"> - Incident log completed - Tactical activated and meetings established - Forward Control Officer dispatched (if required) - ECC on standby - Council Services respond to requests for assistance - Council representative sent to multi-agency TCG (if established) - Information cascade 	ESCALATION POINT  <ul style="list-style-type: none"> - More than 5 fatalities - More than 20 displaced persons - Emergency Services declare a major incident
(Major Incident) MAJOR Full Activation of MIP (Major Incident Plan)	Strategic – Directors’ Group Tactical – Director/ Council Service reps/Senior Management/ Duty Incident Manager (Rota) Operational – Forward Control Officer on scene (Rota). Large Council response required	Major Incidents <ul style="list-style-type: none"> - Terrorist incident - CBRN incident - Long term utility failure affecting more than 250 houses - Incident involving more than 50 fatalities - Incident involving more than 300 displaced persons 	<ul style="list-style-type: none"> - Incident log completed - Strategic/Tactical activated - Recovery Group established - ECC activated - Council Services respond to requests for assistance - Council representative sent to multi-agency SCG and TCG - Information cascade via WYRF incident notification process 	ESCALATION POINT <ul style="list-style-type: none"> - Emergency Services Tactical declares a major incident and implementation of Strategic Command - More than 50 fatalities - More than 300 displaced persons - CBRN / terrorist incident

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Statement of Intent

The Council is committed to complying with the Civil Contingencies Act 2004, associated legislation, and guidance whilst fulfilling its role as a Category One responder under the Act.

The Council's Emergency Planning Team has produced this generic Major Incident Plan which contains details of how the Council will respond to an emergency should it occur.

Risk assessment is the backbone of our strategy to protect the community of Kirklees, and we recognise that this will be an evolving process, which will be continually reviewed, modified, and updated in light of changes in the Council, legislation, and lessons learned – locally and nationally.

The Council is committed to partnership working and is actively involved in initiatives across the region to enable a joined-up response to emergency situations. The Director of Public Health is the co-chair of the West Yorkshire Health Resilience Partnership.

To ensure the resilience of the Council following a major incident, Directorates are required to produce Business Continuity Plans. These plans will ensure that critical Council functions are maintained, and other services are restored as soon as practicable.

The Council will ensure, so far as is reasonably practicable, that all persons who have a role to play in the plan are provided with sufficient information and training to enable them to undertake their duties. Regular exercising of plans will also be undertaken to familiarise individuals with their respective roles.

The effectiveness of these arrangements will be monitored and reviewed following training at regular intervals or following testing or activation of the plan.

Rachel Spencer-Henshall
Strategic Director – Corporate Strategy and Public Health

1 Introduction

1.1 Purpose

- The Kirklees Council Major Incident Plan details the local authority response procedures following a request for Council assistance from the Emergency Services or another source. Such a request is likely to be in consequence of a disaster or emergency that requires the special mobilisation or co-ordination of Kirklees Council resources.
- This plan has been created to document the incident response procedures for Kirklees Council as required of them as a Category One responder under the Civil Contingencies Act (2004).
- This document has been created to assist in the co-ordination of a Council and partner agency response to incidents. A list of incidents that are considered likely to impact the Kirklees and wider West Yorkshire area can be found within the West Yorkshire Resilience Forum Community Risk Register¹, however other risks may occur above and beyond this which may not have been anticipated.

1.2 Aim

- To provide Kirklees Council with a flexible and scalable framework for the management of and response to incidents which impact on Kirklees.

1.3 Objectives

- Identify flexible and scalable options to ensure the timely and effective response to major incidents requiring a Kirklees Council Response, to:
 - Save life, as far as practicable.
 - Prevent escalation of the disaster and minimise impact, as far as practicable.
 - Relieve suffering.
 - Safeguard the environment.
 - Protect property, as far as practicable.
 - Facilitate criminal, judicial, public, technical, or other inquiries.
 - Restore normality as soon as possible.
- Identify the triggers for this document's activation (**page ii**) and stand down.
- Identify who should be notified and alerted of the activation of this plan along with details of the incident triggering the activation and the known response to date.
- Identify what role Kirklees Council will play during major incident response and recovery activities, including the identification of role specific action cards to ensure this overall role can be delivered (**Appendix A**).
- Identify a summary of the activities of other organisations during a response to fuel disruption events (**Appendix B**). These summaries aim to heighten the awareness of Kirklees Council responders to better feed into the multi-agency response which is likely to occur. Full details of the organisation's response will be within their own plans. **Note:** this list is not exhaustive of organisations or role details.

¹ <http://www.westyorkshire.police.uk/help-advice/resilience/reports>

- Identify specific considerations (local, regional, and national) to assist in command, control, decision making, and identification of key activities that may be required during a response to fuel disruption events.

1.4 Scope

- The plan applies to all incidents whether it is expected or unexpected, which affect or threaten Kirklees Council's ability to function normally which results in a response exceeding that of 'business as usual'.
- The cause of widespread disruption can be varied but may well be associated with circumstances outside the control of Kirklees Council including, but not limited to, weather related conditions, flooding, or public health matters. The plan details how Kirklees Council will respond to such events and how it will mitigate the effects of major incidents affecting the wider Kirklees community.
- This plan covers a response to incidents directly occurring within the Kirklees area and also those occurring outside of the area, but which impact on the Kirklees Council's ability to deliver business as usual and their community's ability to function as usual.
- This plan identifies the Kirklees Council role in response to incidents and highlights what role other responding organisations can be expected to play within a response. For more details on external partner involvement, their own incident response plans should be consulted.

1.5 Functions of Kirklees Council

- The principal functions for Kirklees Council during a response to incidents are:
 - To support the Emergency Services and or other responding agencies.
 - To support, care for, and rehabilitate the community.
 - To restore the environment.
- To achieve this, Kirklees Council will:
 - Alert and mobilise Local Authority services.
 - Co-ordinate all Local Authority services.
 - Provide adequate personnel and resources.
 - Provide and co-ordinate additional resources from the Authority and external sources if necessary.
 - Maintain as far as practicable, normal Council services at an appropriate level.

2 Major Incidents: Overarching Principles

2.1 Definition: Major Incident

- A Major Incident which effects or threatens Kirklees Council, its service provision, and/or the wider Kirklees community shall be defined as:
 - *“An event or situation which threatens serious damage to human welfare in a place in the UK, the environment of a place in the UK, or war or terrorism which threatens serious damage to the security of the UK”* (HM Government, 2010).
- For operational purposes, our local definition is: -
 - *“Any event that cannot be managed within normal service arrangements that will require co-ordination across multiple council services and partner organisations”.*

2.2 Kirklees Council Response Strategy

- The following are potential phases that may be used for the activation/deactivation of the Plan:
 - Standby
 - Respond (full activation)
 - Stand down
 - Recovery
- Response is defined as “decisions and actions taken in accordance with the strategic, tactical, and operational objectives defined by emergency responders. At a high level, these will be to protect life, contain and mitigate the impacts of the emergency, and create the conditions for a return to normality²”.
- The response phase will have two elements. One element is a Kirklees Council only response and the other is a Kirklees Council response in close co-ordination with multi-agency partners.
- The response phase will be broken down into the following different stages: initial response (escalation of the incident), established response (control of the incident), and the stand down response (de-escalation of the incident).
- Within the initial response phase, it is likely that the response actions and decisions will be required to be made much faster and with less information to base them on, than in later stages. This is to ensure control of the situation can be gained as soon as possible allowing the response to move at the same speed as the incident is unfolding, thereby minimising its impact. Within this phase, consideration to recovery should be given. At regular intervals throughout the response, incident reports should be created by the Tactical Commander for the attention of the internal response and external partners.
- Within the established response phase, a recovery cell should be in place if one has not already been established. Within this phase, decisions are likely to be more informed and the response will keep up with incident developments and work to reduce its escalation and impact.
- Within the stand down phase, resources and the response will be stood down as appropriate based on the reducing requirements on responding organisations of the incident occurring.

² UK Civil Protection Lexicon (February 2013, Version 2.1.1)

- Throughout the response, it may be necessary to handover a role to another internal role or to another organisation. Where a response is protracted over a period, several people may carry out the same role over different shifts within Kirklees Council. Where this is the case, someone leaving a shift needs to hand over their role to the person starting their shift. This hand over should give a summary of events and actions so far, outstanding actions should be identified, any meeting attendance or completion of reports needs to be identified and the logbook reviewed thereby allowing the shift starter to ask any questions to that point. These are rather informal handovers with no paperwork required. In some cases, the Council may be required to hand over responsibility to another organisation. Where this is the case, an agreement should be signed by the Strategic Command level of response from each organisation and this should clearly stipulate what is being handed over, and what tasks are being relinquished by one organisation to another.
- This Major Incident Plan outlines a generic framework for any response. The appended 'response specific plans' give more specific response frameworks for specific events. Consideration in the response phase will also have to be given to the activation of Business Continuity Plans to maintain Council services due to the disruption caused by the incident itself and the withdrawal of resources from business-as-usual duties.

2.3 Kirklees Council Recovery Strategy

- Recovery is defined as “phase in which decision making and actions are focused on response to an actual emergency or disaster³”.
- It should aim to return community life, the environment, and the delivery of Kirklees Council services to pre-emergency levels or as near to this as possible.
- The response phase should be delivered by appropriate multi-agency partners to ensure a wide spectrum of considerations and actions are contemplated and implemented.
- As early into the response stage as possible, consideration should be given to recovery and how a response will require that recovery to occur i.e., the tasks which are generated in recovery from the tactics and operations delivered during the response. To support this, consideration should be given to activating a recovery cell.
- A recovery response should take into consideration the framework outlined within the Kirklees Council Community Recovery Plan with regards to roles required, actions for implementation, and general response considerations and priorities for both community recovery and council services.
- The recovery phase internally should ensure Business Continuity Plans are considered and implemented as appropriate to facilitate an internal return to service as usual.

2.4 Emergency Preparedness, Resilience and Response (EPRR) Support Strategy

- Where emergencies occur, it is necessary to inform the Duty NHS England Team (see the contacts list appended to this plan) they will circulate the information as necessary to other health partners (e.g., Integrated Care Boards, Acute Trusts, Social Enterprises such as Locala, Yorkshire Ambulance Service, Mental Health Partnerships, 999 and 111, Local Care Direct, etc.).

³ UK Civil Protection Lexicon (February 2013, Version 2.1.1)

- Locality teams covering West Yorkshire will lead local responses within the area, in close liaison with UK Health Security Agency (UKHSA) (Yorkshire and Humber) and NHS England. For wider responses impacting other areas of Yorkshire, the UK Health Security Agency (Yorkshire and Humber) will co-ordinate a response in close liaison with local NHS England (regional level). Wider still, the Department of Health may become involved at a national co-ordination level, filtering down more regional and local actions to the appropriate UKHSA regional team for distribution.

2.4.1 Understanding Operational Pressure Escalation Levels

- During health emergencies, organisations working directly within the local health economy will activate their Operational Pressures Escalation Level (OPEL) plans to address any issues around pressures on staff or service delivery. OPEL is an objective, evidence-based tool that enables organisations to understand the pressures their teams and/or other organisations are facing.
- During meetings over incident response and service pressures, those involved with a health care response may declare pressures using OPEL levels therefore it is prudent to be aware of what each level means and the impacts these could indicate for the wider health and social care system.
- The most up to date OPEL guidance can be found here;
<https://www.england.nhs.uk/publication/operational-pressures-escalation-levels-opel-framework-2023-24/>

2.4.2 EPRR Policy

- Under NHS England there are a set of core competencies required by organisations delivering and co-ordinating health services to the public. These core competencies are identified under the Emergency Preparedness Resilience and Response (EPRR) framework. Kirklees Council will ensure they meet EPRR core competencies by carrying out an annual assessment (provided in summer each year by NHS England).
- EPRR allows a unified way of working within organisations delivering health services to local communities. The general requirements on EPRR on Kirklees Council are:
 - Have governance structures in place.
 - Carry out and maintain risk assessments.
 - Create, implement, and maintain emergency and business continuity plans.
 - Have command and control arrangements in place.
 - Have resourcing for health responses under EPRR in place.
 - Have an on-call mechanism in place (this is as per usual emergency planning on call arrangements).
 - Communicate with the public as appropriate in peacetime and during an emergency.
 - Share information.
 - Training and exercising.
 - Take consideration of Chemical, Biological, Radiological, and Nuclear (CBRN) and Hazardous Material (HazMat) responses in planning.
- Copies of the most up to date EPRR core competency compliance submissions are available on request from the Kirklees Council Emergency Planning Team or on the Kirklees Council ResilienceDirect pages.
- Within Kirklees Council, the Emergency Planning Team co-ordinate the aspects of EPRR relevant to the Council and co-ordinate an annual multi-agency EPRR exercising session.

Outcomes of exercises and real incidents and reviews of plans connected to EPRR will feed into the continuous improvement process on how EPRR is delivered within the Council.

2.5 JESIP

- JESIP is the UK's principle adhere to by those responding to emergencies to ensure effective joint working during the response. Kirklees Council will adhere to JESIP, including but not limited to:
 - **Section 2.6** of this plan contains the METHANE reporting model used to ensure initial response information is captured.
 - **Section 3.3** of this plan contains the Decision-Making Model put in place under these principles.
- Further details and guidance on JESIP can be found here: <https://www.jesip.org.uk/>

2.6 METHANE

- The METHANE(S) mnemonic below can be used as a method of ensuring initial information is captured:

M ajor Incident	Declared or Standby (Including Date and Time of Declaration)
E xact Location	Exact location/geographical area of incident
T ype of Incident	Flooding/Fire/Utility failure/HazMat/Disease outbreak etc
H azards	Present and potential
A ccess	Effective routes for access and egress/inaccessible routes/RVPs
N umber of Casualties	Numbers and types
E mergency Services	Required/on-scene
(S) tart a log	Intentions/Actions
	Support/Mutual Aid required

3 General Response Considerations

3.1 Alert and Notification of Activations

- At all activation stages of this plan various internal departments and external organisations will need to be notified. These departments and organisations will be identified by the on-call Director in liaison with the Emergency Planning Team. The Emergency Planning Team will make contact as appropriate and inform stakeholders of the activation level and give a summary of the Council response.

3.2 Command, Control, and Incident Management

- A three-tier management structure will operate following full activation of the Kirklees Major Incident Plan. The structure provides for Strategic (Gold) (Directors' Group); Tactical (Silver) (corporate co-ordination) and Operational (Bronze) (Service area response) teams.



- Strategic (Gold) and Tactical (Silver) level officers for Kirklees Council have an annual 24/7 callout rota, as do the Emergency Planning Team. This means that if events happen out of hours there will always be someone to respond and make any necessary decisions which may have an impact on Kirklees Council business as usual, staff, community normality, or Council finances. Other departments in the Council have more informal procedures for out of hours responses. 24/7 contact details for each service, along with contact details for the Strategic, Tactical, and emergency planning representatives in an emergency, can be found in the Contacts List appended to this plan. Duty lists and initial emergency contacts in the appendix should be used in the short term. Where a longer-term response is anticipated, those within the command structure should identify shift patterns and ensure that each team is able to offer the necessary response cover based on these.

3.2.1 Strategic (Gold)

- Strategic decisions during a major incident and its aftermath, are made by the Strategic Team. This team is chaired by the Chief Executive or a Director from the Directors' Group (DG) and may include strategic decision makers from partner organisations. The aim of this group is to provide strategic management of the incident.
- Their role is to address the impact to the community and the operations of the Council during the immediate response but more importantly taking into consideration the longer-term effects and implications.
- During a multi-agency response, a multi-agency Strategic Command Group may be activated. In cases of complex and protracted responses, this will be known as a Strategic Co-ordination Group and will sit with a pre-identified Strategic Co-ordination Centre.

3.2.2 Tactical (Silver)

- The response to the incident is planned and co-ordinated by the Tactical Team. This team is chaired by a director or nominated deputy and will consist of representatives from Services across the Council and partner agencies (if appropriate).
- Their role is to plan and co-ordinate the tactical response to meet the strategic objectives set by the Strategic Team. This will involve providing staff and resources to alleviate the effects of a major incident.
- During a multi-agency response, a multi-agency Tactical may be activated. In cases of complex and protracted responses, this will be known as a Tactical Co-ordination Group.

3.2.3 Operational (Bronze)

- Staff involved in the response at this level will provide the main operational response to an incident and would either be at the incident site or within service areas or specialist teams.
- Their role is to implement the tactical decisions made by the Tactical Team and to be the 'eyes and ears' of the Council at the incident site, providing a two-way communication mechanism.

3.2.4 Emergency Control Centres

- When it is determined that an Emergency Control Centre is necessary to assist in the co-ordination of Kirklees Council resources in an emergency, a choice of Control Centres are available.
- Set up of Emergency Control Centre: Instructions of how to set up the pre-identified Emergency Control Centre(s) can be found in the following location:
<https://collaborate.resilience.gov.uk/RDService/home/73695/01---Major-Incident-Plan>
- Hard copies of this guide can be found in the respective Control Centres.

3.2.5 Resilience Direct

- Resilience Direct can be accessed by visiting <https://www.resilience.gov.uk> Those with access to the system should be accessing it during an emergency to:
 - Access response plans for the Council, and the West Yorkshire resilience forum where an incident affects multiple West Yorkshire Local Authorities.
 - Access incident information, mapping, and response updates (where an active incident page is opened to do so).
 - Post organisational updates (Agency Reports) at a Tactical and/or Strategic Level for the ongoing incident response (where requested to do so).
- The Kirklees Council Emergency Team will be responsible for compiling maps and for setting up/managing incident response pages (unless the incident is being co-ordinated by another agency, in which case the Emergency Planning Team will ensure the relevant

personnel have access to these pages via that organisation). They will also be on hand to offer any guidance and assistance. **Note:** anyone requiring an account can apply for one on the day. If there are issues in its set-up, then a generic duty officer login can be made available via the Emergency Planning Team.

- **Note:** anyone without a kirklees.gov.uk email address (e.g. KAL or KNH) will need to be added to the Lite Account and will not have access to mapping. If they are added to the usual Kirklees Account (rather than the Lite system) their account will not work and will need moving to the Lite system manually by the national team contactable on support@resilience.gov.uk.
- Triggers for using Resilience Direct:
 - **Kirklees Council managed incident:** A multi-agency response is launched requiring the sharing of information with partners. This may or may not involve the setup of Tactical and/or Strategic Co-ordination groups.
 - **West Yorkshire Resilience Forum managed incident:** More than one Local Authority area is responding via multi-agency resources to the same incident where a formal multi-agency Tactical Co-ordination and/or multi-agency Strategic Co-ordination group have been established.

3.3 Decision Making: Joint Decision Model (JDM)

- Shared situational awareness is a common understanding of the circumstances and immediate consequences of the emergency, together with an appreciation of the available capabilities and emergency services' priorities.
- Achieving shared situational awareness is an essential component of any effective response to an incident and can be achieved by using the JDM Model (as noted under the Joint Emergency Services Interoperability Programme (JESIP)).
- Shared situational awareness relates not only to a common understanding between incident commanders but also between control rooms and all tiers of the command structure.



WORKING TOGETHER: SAVING LIVES, REDUCING HARM

- Joint decisions must be made with reference to the overarching or primary aim of any response to an emergency: to save lives and reduce harm. This is achieved through a co-ordinated, multi-agency response. Decision makers should have this uppermost in their minds throughout the decision-making process.
- The Council's aim in an emergency is to support the Emergency Services and or other responding agencies, to support, care for, and rehabilitate the community and to restore the environment. We will embrace joint working in pursuit of our objectives.
- Using professional judgement, common sense, and a well-trained, empowered work force to deliver our vision, promoting honesty and openness, and respecting diversity, treating everyone as an individual.
- We will hold full accountability for our decisions and actions and will embrace comments, criticism, and concerns, responding to them in an open-minded approach, with a willingness to identify key learning points and embed them into organisational culture.

GATHER INFORMATION AND INTELLIGENCE

- During this stage, the decision maker defines the situation (i.e., what is happening or has happened) and clarifies matters relating to any initial information and intelligence.
 - What is happening?
 - What do I know so far?
 - What further information (or intelligence) do I want or need?

ASSESS THREAT AND RISK AND DEVELOP A WORKING STRATEGY

- This stage involves assessing the situation, including any specific threat, the risk of harm, and the potential for benefits.
 - Do I need to act immediately?
 - Do I need to seek more information?
 - What could go wrong (and what could go well)?
 - How probable is the risk of harm?
 - How serious would it be?
 - Is that level of risk acceptable?
 - Is this a situation for the Council alone to deal with?
 - Am I the appropriate person to deal with this?
- Develop a working strategy to guide subsequent stages by asking yourself what you are trying to achieve.

CONSIDER POWERS, POLICIES AND PROCEDURES

- This stage involves considering what policies and procedures might be applicable in this situation.
 - What Council resources might be required?
 - Is there any national guidance covering this type of situation?
 - Do any local organisational policies or guidelines apply?
 - What legislation might apply?
- As long as there is a good rationale for doing so, it may be reasonable to act outside policy.

IDENTIFY OPTIONS AND CONTINGENCIES

- This stage involves considering the different ways to make a particular decision (or resolve a situation) with the minimum risk of harm.
- Options:
 - What options are open to me? Consider the immediacy of any threat, the limits of information to hand, the amount of time available, available resources and support, your own knowledge, experience, and skills, and the impact of potential actions on the situation and the public.
- If you have to account for your decision, will you be able to say it was:
 - Proportionate, legitimate, necessary, and ethical?
 - Reasonable in the circumstances facing you at the time?

TAKE ACTION AND REVIEW WHAT HAPPENED

- This stage requires decision makers to make and implement appropriate decisions. It also requires decision makers to review what happened once an incident is over.
- **ACTION**
 - Respond - Implement the options you have selected. Does anyone else need to know what you have decided?
 - Record - Record what you did and why.
 - Monitor - What happened as a result of your decision? Was it what you wanted or expected to happen? If the incident is continuing, go through the JDM again as necessary.
- **REVIEW**
 - If the incident is over, review your decisions using the JDM.
 - What lessons can you take from how things turned out?
 - What might you do differently next time?

3.4 Communications Strategy

- Communication is an essential part of our response to an emergency situation, both internally and externally. As part of our planning for a major emergency we have a chapter of this plan that deals with communications and have developed an action card for the communication lead. This is also enhanced by our partnership working across West Yorkshire.
- In summary:
 - Internally information will be disseminated via email, on the Intranet, and on cloud based systems. Communications between Kirklees Council employees will also usually take place either face to face or virtual.
 - With partners, Kirklees Council may be asked to send Strategic (Gold) and/or Tactical (Silver) representation to multi-agency Strategic or Tactical Command groups, which can be face to face or virtual. Where this is the case, suitable representation should be identified and deployed to the required locations as necessary. Those attending these groups may require access to Resilience Direct to access information and share agency updates.
 - Communications between Kirklees Council and partner agencies outside of any multi-agency groups will take place either via Teams, via telephone, or via email. There will likely be a need for Kirklees Council Strategic/Tactical to liaise with partner agencies communications team to establish initial communications links.
 - Kirklees Council, via the Emergency Planning Team, will actively use Resilience Direct to publish response plans for access by partners.

- Warning and informing of people within affected communities is key. It is about pushing information out to the individuals requiring help and assistance so they can receive the help they need in a timely manner to minimise, as far as practicable, the distress they experience.
- Communities should be informed about what is going on and what services are in place to help them. Speculation as to 'return to normality' or when they can return to their homes/places of work should be avoided.
- Where an incident impacts the local community and/or the provision of business as usual services by Kirklees Council the following methods are available for getting a message across to the public:
 - Social media.
 - Organisational websites (own and other organisations).
 - Radio / Television local media.
 - On-street direction signage.
 - Flyers/leaflets.
 - Direct phone-calls to those whose service provision will be affected.
 - Setting up helplines.
 - The West Yorkshire Local Resilience Forum Media Plan and Toolkit should be used for further details on communicating with the media.
 - Activate Kirklees Direct emergency message on 221000 lines, which can be edited prior to activation to deliver specific messages by Kirklees Direct or IT.
 - To ensure good initial communications and relationships are built, an onsite meeting of all responders should be considered.
- Kirklees Council also has a duty under the Civil Contingencies Act around communications concerning warning and informing. Under Emergency Preparedness, Section 7C concerning warning and informing the communications strategy should consider:
 - Identifying the lead responder for warning, informing, and advising the public. It is suggested that this should be the organisation with the most credibility in the subject area being warned/informed/advised about e.g., Environment Agency for flooding.
 - Joint working procedures with allocation of responsibilities to support the lead agency in their role. e.g., consider setting up a media cell to support joint working and allocating each agency to update their social media, websites, and other platforms for message delivery to mirror messages of the lead responder.
 - Where the dynamics of a response and its risks change, and where the phases shift from response to recovery, there may be a need to change the lead. Where this is the case, the capability criteria originally employed should remain the primary criteria for choice. Handovers should be minuted as should the agreed process to be followed.
 - Agree what services, products, and facilities will be used to issue warnings, information, and advice (e.g., media centres), who will pay for these, and who will manage them.
 - Consider if local companies and organisations may be able to assist with facilities/resources (e.g., premises, call centres) which may be available to the response to help deliver advice and information to the public in the course of an emergency.

3.5 Information Sharing Strategy

- The Civil Contingencies Act (2004) places a duty on Kirklees Council, as a Category 1 Responder to share information with other local responders to enhance co-ordination.
- During incidents, there is often a large amount of information generated and used by all responding organisations. To ensure shared situational awareness and the best possible response and recovery, it is important that information is shared. This section identifies options

and contingencies for the Tactical or Strategic Command in the setting of the information sharing strategy.

- The Data Protection and the Freedom of Information Acts need to be adhered to and used appropriately in the sharing of information and any exemptions implemented clearly and fairly. Any exemptions made should be noted on the incident log alongside the rationale.
- Information can be shared via a range of platforms (including Resilience Direct, email, and phone), and the platform used will depend on the type of emergency and the command structure established.
- The Government Security Classification (GSC) policy (May 2018) states that there are three classifications of information security. These are Official, Secret, and Top Secret. Further information about the Government Security Classifications can be found [here](#).
- The Emergency Planning Team has completed Data Protection Impact Assessments for all tasks that require the sharing, retention, and disposal of personal information. The Team has also written a Privacy Statement to be transparent around the type of data captured, the purpose, and what will be done with it. The general privacy statement is available on the Kirklees Council website, [here](#).
- Organisations should use proportionate Information and Communication Technology access controls, supported by procedural and personnel controls.
- **Note:** when distributing by email ensure the security classification is included in capitals in the subject line, or if available, the classification is selected from the options drop down.
- Internal Information Sharing
 - Information shared within the organisation could include details on staffing levels, resources required, impact of an emergency on resources and service provision, and the current situation.
 - Information shared within the organisation can be anything up to Top Secret. However, anything of Top Secret or Secret will require a “tailored” audience with the required security clearance (SC for Secret and DV for Top Secret).
- Information Sharing with Partners
 - Information shared with partners could include Kirklees Council response and recovery actions, impacts, and intelligence.
 - It is important that information is shared with partners to ensure shared situational awareness to better ensure that effective, intelligence led decisions can be made based.
 - Security classifications should not be used as a way to withhold any information as that information may prove critical to a response decision.
 - Information will generally be delivered to partner agencies via multi-agency Strategic and Tactical command structures. However, if these functions are not set up, the methods of distribution based on GSC classifications identified above should be adhered to.
 - Anything up to and including secret can be shared with partner agencies. However, anything of this level may require a tailored audience to ensure that those receiving are of the appropriate level and have a SC vetting level.
- Information Sharing with the Community
 - The information shared with the community could explain the risk, response, and recovery actions, and provide reassurance to mitigate impacts.

- No technical details should be given to the public as to specific risks occurring or anything above and beyond what is released in any multi-agency/lead responder statements.
- Where Kirklees Council has representation at multi-agency Tactical and/or Strategic level they should be sure to work with partners in the design of statements to be released to the public.
- Nothing released to the public should be higher than “official”.
- Consideration should be given to setting up helplines. Where it is agreed that these will be set-up, the contact number and/or email address should be communicated via appropriate channels. Consideration should be given to making information available in multiple languages on the help lines and also to access to the helplines by the deaf and hard of hearing. The Communications Team can offer guidance on this.

3.6 Support to Wider Response

3.6.1 Support to Forward Control Point

- Kirklees Council has a CCTV Vehicle available which can be used in an emergency as the Kirklees Council Forward Control Point.
- The CCTV vehicle is equipped for use as a mobile office. Details of the equipment held in the vehicle are highlighted in the CCTV Vehicle Guide. A copy of the guide is held with the Emergency Planning Team electronically.
- To activate this vehicle, contact CCTV Control Room. Details are contained within this Plan, Section 1, Contacts, Kirklees Direct, appendix R.

3.6.2 Mutual Aid

- The five Local Authorities in West Yorkshire have a formal mutual aid agreement in place. There are also formal agreements with South Yorkshire Local Authorities and Derbyshire County Council. There are informal agreements with other neighbouring authorities.
- Mutual aid is usually activated by a formal request by a Chief Executive Officer or other authorised person.
- Mutual aid will be co-ordinated and maintained by those involved in the arrangements having regular meetings/communication as to what provision is required and what can be provided.
- Mutual aid will be stood down once a response can be resourced adequately under ‘Kirklees only’ arrangements.

3.7 Welfare Considerations

3.7.1 Staff Welfare

- Major emergencies may last for days or weeks and require staffing for a prolonged period. In any emergency, where a Council response is required for more than eight hours (or less depending on the type of emergency), plans should be put in place for shift working so that personnel are regularly rotated and do not become exhausted.
- Consideration may have to be given for supplementing Kirklees Council personnel with staff from other local authorities (under the mutual aid agreements in place).
- Staff involved with a major emergency may be exposed to sights and sounds that may cause distress. Even if working remotely from the emergency scene, some staff may be affected by the nature of the emergency and may see or hear of details that cause them distress. Managers need to be aware that emergencies can affect some people more than others and if it becomes apparent that a member of staff has been affected, they should ensure that the member of staff is supported and referred to the occupational health scheme or their general practitioner for treatment if required.

- During a response to major incidents, it may be necessary for staff to work outside their usual working patterns and for extended hours. Where hours are extended it is important that the European Union Working Time Regulations (1998) be adhered to. The regulations state that one person may not work over 48 hours in one seven-day period. The regulations also state that an 11-hour break is the minimum break length that a worker may have between shifts. An employee is entitled to a minimum 24-hour consecutive break within a seven-day period. Therefore, this needs to be considered when planning responses to protracted incidents so as to ensure that minimum staffing is achievable at all phases of the response.

3.7.2 Health and Safety

- When responding to an incident officer, should always have regard for their own and their employees' safety. A generic risk assessment is in place for responding to emergencies. In addition to this, managers and staff should complete a dynamic risk assessment when responding to an incident.
- Corporate Health and Safety within Kirklees Council will offer advice during an incident response to protect, as far as practicable, the Health and Safety of Kirklees Council employees.
- A five-step risk assessment process can be located on the Kirklees Council Intranet (Corporate Safety and Resilience) or the Health and Safety Executive's (HSE) website (www.HSE.gov.uk).

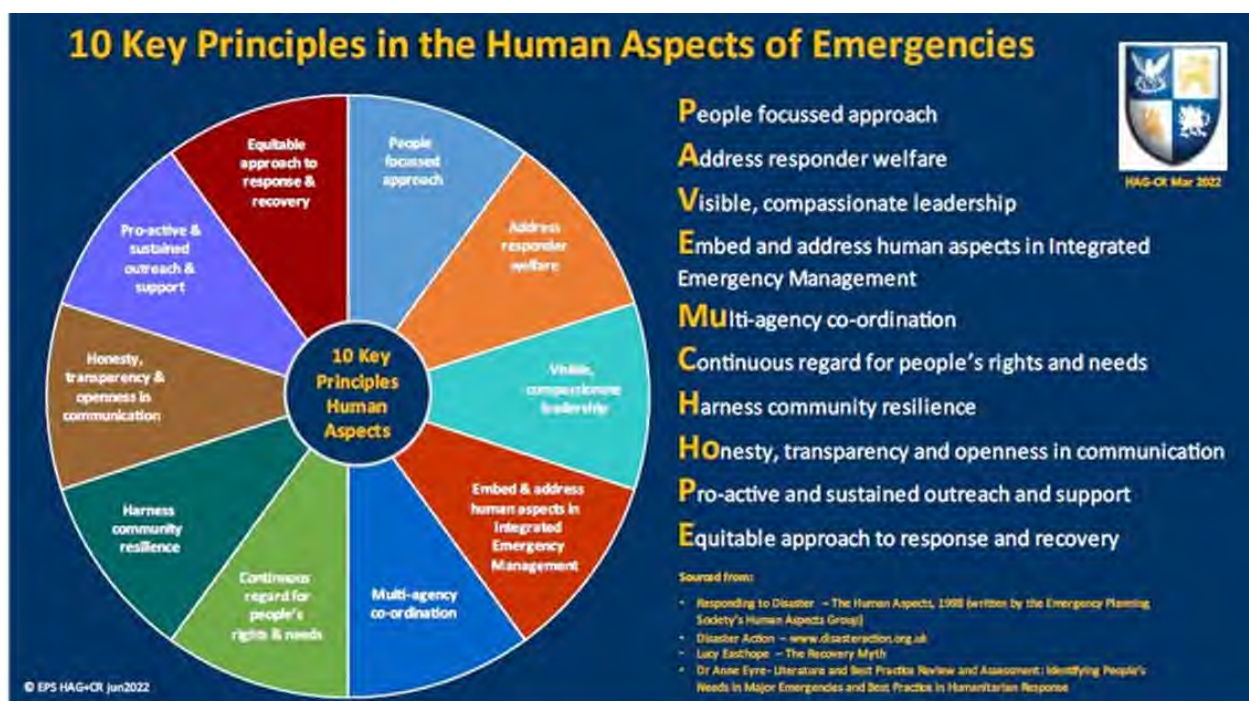
3.8 Vulnerable People

- During the response to an emergency, special consideration must be given to the vulnerable (people who are less able to help themselves in the circumstances of an emergency). These include, but are not limited to babies/children/young people, pregnant ladies, those with physical, mental, and emotional disabilities, the elderly, those whose first language isn't English, etc.
- A database showing the location of elderly and disabled adults who utilise public sector services is maintained by Adult Social Care who should be contacted in the first instance. Emergency Planning Team members also have access to this database.
- Children's Services maintain records of babies/children/young people who may be vulnerable.
- Other partner organisations (including utility providers, health, etc.) hold their own databases of vulnerable people, and consideration will be given as to whether or not they should be contacted to compile a comprehensive list of vulnerable people affected by the incident.
- It should be noted that there will be some vulnerable people who do not appear on any lists/databases held by various organisations and therefore it is important we publicise the "good neighbour" message to residents and communities, and they are asked if they know of anyone in the area who may need help.
- A list of vulnerable premises is maintained on GIS/Kompass and lists of such premises can be produced for dissemination.
- **Note:** For those whose first language is not English, it may be necessary to contact translation services (see Contacts List, Communications).
- During any response safeguarding is key. Where vulnerable people become separated from their carers, Kirklees Council and other responders will work as appropriate to best ensure

their safety, welfare, and safeguarding during the separation, working with other agencies to reunite people as quickly as possible⁴.

3.9 Human Aspect Considerations

- During the response to and recovery from an incident, it is essential that the human aspects (formally known as humanitarian needs) of individuals, directly or indirectly affected, are considered. Kirklees Council will consider the human aspects of response and recovery in line with the principles outlined in Human Aspects in Emergency Management (Cabinet Office, October 2016).
- It is important that, where possible, an incident response and/or recovery is tailored to the community needs at that time. During response and/or recovery, the command structure should periodically consider completing a community needs assessment (template within the supplementary information section of the Kirklees Major Incident Plan).
- When delivering a human aspect response, the following key principals should be considered (PAVE-MUCH-HOPE) when setting the response:



- These 10 principles can be implemented by and considered as appropriate within the provision of welfare, advice, support, and physical assistance based on themes, including (but not limited to):
- Physical and psychological health. (**Note:** When providing mental health support, the command structure should be mindful of ensuring that all providers are qualified and adhere to best practise. Where the NHS may be under pressure, other sources of support should be considered (primarily those providers that currently already work with the Council or organisations who are affiliated with the West Yorkshire Resilience Forum).
 - Finance, insurance, and legal
 - Housing

⁴ Case Study – Manchester Arena Bombings children separated from parents/carers taken to local hotels.

- Benefits
 - Burials, cremations, and bereavement support
 - Schooling and education
 - Business continuity (for private sector businesses)
 - Provision of shelter, food, and clothing
 - Provision of information updates
 - Restoration of social networks
 - Opportunities for remembrance/memorialisation
 - Input into evaluations/inquires post-emergency.
- The Council will respond to needs within these themes with assistance from partner organisations including, but not limited to, emergency services, voluntary and faith sector organisations, community groups, private businesses, Government organisations, utility companies, and health colleagues. This response may be supported by setting up a physical site (e.g., Humanitarian Assistance Centre) and/or by implementing virtual methods (e.g., phone lines or internet chat system) (examples are given in the table below).
 - **Note:** It is essential to ensure that any physical site/virtual platform established, opening times, and access criteria are communicated to directly/indirectly affected communities as appropriate, and via appropriate methods (the Kirklees Communications Team will lead on this).
 - **Note:** When setting up physical and virtual support infrastructure, security arrangements need to be considered. It is important to ensure that those accessing support services are genuine users and do not present a security or privacy risk.
 - In physical environments, the Police may provide some assistance initially, but in the long term alternative security arrangements will need to be considered, identified, and implemented (responsibility of the organisation setting up and running the site).
 - In virtual environments, considerations may include monitoring and moderating discussion forums as well as 'members-only' sections, secure logins, etc.

<i>Support Facility which can be made available</i>	<i>Purpose</i>	<i>Timescale</i>	<i>Organisation Lead</i>	<i>Responsibility for Financing the Site(s)</i>	<i>Further Information</i>
Humanitarian Assistance Centre (HAC)	Provide a 'one stop shop' for appropriate advice, information, and support to individuals directly/indirectly affected by an incident.	Long Term	Local Authority	Local Authority	<p>A HAC can be physical and/or virtual (e.g., online or telephone based).</p> <p>The following link can be shared immediately as an initial virtual HAC: https://www.kirklees.gov.uk/incidentsupport To make this link searchable on google and the Kirklees website, ask the IT Applications and Digital Services Team (in hours) or IT Out of Hours support (out of hours) to change "noindex, nofollow" to 'index, follow'. The Emergency Planning Team should also inform them of any update to the content to make it incident specific.</p> <p>The following organisations should be considered to work in a HAC (note: this list is not exhaustive):</p> <ul style="list-style-type: none"> • Kirklees Council • Voluntary Organisations • Government Organisations • Private businesses • Industry Governing Bodies and/or Associations <p>Guidance on setting up a HAC and a template leaflet for these sites can be found here: https://www.gov.uk/government/publications/human-aspects-in-emergency-management</p>

<i>Support Facility which can be made available</i>	<i>Purpose</i>	<i>Timescale</i>	<i>Organisation Lead</i>	<i>Responsibility for Financing the Site(s)</i>	<i>Further Information</i>
Family and Friends Reception Centre (FFRC)	To help reunite family and friends with incident survivors. It will provide the capacity to register, interview, and provide shelter for family and friends in the interim between incident occurrence and reunion with family/friends involved.	First 12 hours	Police in consultation with Local Authority	Police	<p>Where Kirklees Council receive a request from the Police for assistance in identifying a FFRC site, pre-identified evacuation centres within the Evacuation and Shelter Plan should be considered in the first instance. As a minimum, the facility should provide individual rooms for family members away from noisy and stressful main hall/communal areas, to allow them to receive updates about their family member/friend and/or to receive bereavement support.</p> <p>For further information consult:</p> <ul style="list-style-type: none"> • Kirklees Evacuation and Shelter Plan • Police FFRC Plans
Evacuation Centre (Rest Centre or Reception Centre)	<p>Reception Centre - established by the Local Authority for the provision of welfare and shelter during the day (no overnight facilities). Minimum of 25 people for this option</p> <p>Rest Centre - established by the Local Authority to provide temporary overnight accommodation for <u>25 or more</u> evacuees and homeless people impacted by the incident.</p>	<p>Reception Centre: Short-Medium Term (operational during the daytime)</p> <p>Rest Centre: Short to Medium Term (overnight)</p>	Local Authority	Local Authority	<p>For further information consult:</p> <ul style="list-style-type: none"> • Kirklees Evacuation and Shelter Plan • Site specific Evacuation Centre Plans

<i>Support Facility which can be made available</i>	<i>Purpose</i>	<i>Timescale</i>	<i>Organisation Lead</i>	<i>Responsibility for Financing the Site(s)</i>	<i>Further Information</i>
Hotels, Bed and Breakfasts, Empty Council Properties, and Private Property Rentals.	<p>To provide medium to long term accommodation for individuals displaced following an incident where less than 25 people need accommodating.</p> <p>It may be appropriate to provide for individuals at these locations, rather than expect them to travel to central site(s).</p>	Medium to Long Term	Local Authority	<p>Local Authority</p> <p>At the time of an incident, the active command structure will decide about the financing of temporary options for Council tenants and private dwellings. However private dwellers, in the first instance, should be encouraged to contact their insurance companies and/or landlords regarding financing alternative accommodation.</p>	<p>The Local Authority will arrange for temporary short medium to long term accommodation for Council tenants (where their property is uninhabitable). Where private dwellings are impacted people will be asked to source personal arrangements via friends and family/landlord or liaise for options via landlords/insurers with regards to medium or long-term options. Short term options will be provided by the Local Authority where needed.</p> <p>For further information consult:</p> <ul style="list-style-type: none"> • Kirklees Evacuation and Shelter Plan • Kirklees Major Incident Plan contact list • Kirklees Recovery Framework
Casualty Bureau	Initial point of contact for receiving/assessing information about victims, to inform an investigation, to assisting in tracing and identifying people, to reconcile missing persons, and to collate accurate information for appropriate parties.	Immediate	Police	Police	<p>For further information consult:</p> <ul style="list-style-type: none"> • Kirklees Evacuation and Shelter Plan • Police Casualty Bureau Plans

<i>Support Facility which can be made available</i>	<i>Purpose</i>	<i>Timescale</i>	<i>Organisation Lead</i>	<i>Responsibility for Financing the Site(s)</i>	<i>Further Information</i>
Survivor Reception Centre (SRC)	A secure area in which survivors (not requiring acute hospital treatment) can be taken for short-term shelter and first aid. Evidence might also be gathered here.	Immediate	Initially established and staffed by the Emergency services (first on scene). When the Local Authority becomes engaged in the response, lead responsibility falls to them.	Police	Where requested to identify a SRC site by the Police, pre identified evacuation centre sites in the Evacuation and Shelter Plan should be considered. For further information consult: <ul style="list-style-type: none"> • Kirklees Evacuation and Shelter Plan • Police SRC Plans

3.10 Cross-Border Response

- The incident occurring may not be a Kirklees Only issue. It may involve neighbour Local Authorities or neighbour regions or the wider UK.
- Where the incident involves Kirklees and one or more other Local Authority area within the West Yorkshire Resilience Forum (WYRF) the WYRF Emergency Response Manual should be consulted.
- Where the incident involves a neighbouring Local Authority outside of the WYRF area there are mutual aid agreements in place under the WYRF that should be consulted.
- Where multiple Local Resilience Forum areas are affected/wider UK, a response should be in-line the Government advice and direction. Resilience forum wide arrangements would be set up to coordinate regional and local responses and more central procedures would kick in to assist the wider response.
- **Note:** Resilience Direct should be considered for multi-agency response coordination and information sharing.

3.11 General Guidance Underpinning a Response

3.11.1 Equality and Diversity

- It is recognised that people come from different backgrounds and will have different requirements which will need to be considered during the response. The culture, ethnicity, and beliefs of those responding needs to be considered in relation to how and when they are deployed and the specific duties they are asked to undertake, this includes consideration as to what members of the community they are to interact with to ensure such interaction does not compromise their own or that persons cultural, ethnic or religious beliefs.
- The Emergency planning Team will make every effort to tailor the response to meet the needs of the affected community. This can include providing translators, addressing special dietary requirements, etc.

3.11.2 Legal and Financial Guidelines and Options

- Legal services within Kirklees Council should be consulted on matters that may have legal repercussions and to ensure actions being taken are in-line with various UK laws.

i. Local Government Act (1972)

- Section 138 (1) states "Where an emergency or disaster involving destruction of or danger to life or property occurs or is imminent, or there is reasonable ground for apprehending such an emergency or disaster, and a principal Council are of the opinion that it is likely to affect the whole or part of their area, or all or some of its inhabitants, the Council may:
- Incur such expenditure as they consider necessary in taking action themselves
 - a) either alone or jointly with any other person or body and either in their area or elsewhere in or outside the United Kingdom) which is calculated to avert, alleviate, or eradicate in their area or among its inhabitants, the effects or potential effects of the event.
 - b) Make grants or loans to other persons or bodies on conditions determined by the Council in respect of any such action taken by those persons or bodies."

ii. Freedom of Information Act

- The Freedom of Information Act (2000) gives anyone the right to ask any public sector organisation for the recorded information they have on any subject. Anyone can make a request for information – there are no restrictions on age, nationality, or the area the requester lives. Subsequently, it places a duty on public authorities to share this information.
- However, despite this duty, there is a need to be aware of what information is being released and any sensitivity it may have. Therefore, there are 23 reasons as to which information may be withheld from provision under freedom of information requests. The exemptions ensure a proper balance is achieved between the right to know, the right to personal privacy, and the delivery of effective government.
- Each individual plan within Kirklees Council will directly identify the sections under which it holds exempt from requests and the reasons why.
- Under the Freedom of Information Act, the following sections may be exempt from Freedom of Information requests due their sensitive nature / the risk their release could cause to individuals, key infrastructure, groups, or the overall response being carried out:
 - Contact Details: exempt under Section 38 of the Freedom of Information Act (Health and Safety) due to some of these numbers being ex-directory and direct route emergency contact numbers.
 - Rest Centre Locations: exempt under Section 38 of the Freedom of Information Act (Health and Safety) due to them being key welfare sites.

iii. Data Protection Act and General Data Protection Regulations

- Personal and sensitive data used within Emergency Plans is protected under the Data Protection Act 2018 and General Data Protection Regulations 2018.
- In-line with the Data Protection Act 2018 and General Data Protection Regulations 2018 Emergency Plans will ensure that the information within them is:
 - Used fairly and lawfully.
 - Used for limited, specifically stated purposes.
 - Used in a way that is adequate, relevant, and not excessive.
 - Accurate.
 - Kept for no longer than is absolutely necessary.
 - Handled according to people's data protection rights.
 - Kept safe and secure.
 - Not transferred outside the UK without adequate protection.
- Individuals who may need to provide their personal details for Emergency Planning purposes are asked for their consent prior to their details being included in any Plans. Consenting individuals can withdraw their consent at any time but are formally given the opportunity to amend their details or withdraw consent each time plans are reviewed.
- The personal details of individuals that do not consent are not added to any plans.

iv. Human Rights Act

- This document has been implemented and reviewed in accordance with the European Convention and principles provided by the Human Rights Act 1998. The application of this plan has no differential impact on any of the articles within the Act. However, failure of its implementation would impact on the core duties of Kirklees Council and its partners, to uphold the law and serve/protect all members of its community (and beyond) from harm.

v. Conditions of Service

- Where an employee is required to work outside their normal working hours, as a result of emergency duty, any adjustment to pay; working hours; annual leave, etc will be made in accordance with the Council's Terms and Conditions of Service.

vi. Cost Codes

- The Emergency Planning Team has access to specifically allocated cost codes which will be used to log expenditure in response to an emergency or disaster.
- These codes should be used for direct expenditure on supplies and services ordered by an Officer authorised to implement Major Incident Plan procedures. Any apportionment of staff time and indirect costs which Service Areas intend to charge against an emergency situation must be fully justified and itemised to the Finance Section who will keep the Director of Finance advised about expenditure (this could be scrutinised during any subsequent public enquiry or FOI request). Please contact the Emergency Planning Team during a major incident response to access these codes. These codes cover anything generally required to ensure the incident response from equipment to food/refreshments to accommodation etc.
- There are schemes available through supermarkets such as Tesco's to provide welfare resources for those displaced from their homes.

vii. Corporate Credit Cards

- Within the Emergency Planning Team, there are 4 Corporate Credit Cards for emergency spending during a major incident response. Please contact the Emergency Planning Team with regards to these during a response.

viii. Bellwin Scheme

- A Bellwin Scheme may be activated in any case where an emergency or disaster involving destruction of or danger to life or property occurs and, as a result, one or more local authorities incur expenditure on, or in connection with, the taking of immediate action to safeguard life or property, or to prevent suffering or severe inconvenience, in their area or among its inhabitants. There is no automatic entitlement to financial assistance.
- The annual Bellwin Scheme guidance notes and threshold information set out the terms under which Communities and Local Government is prepared to make emergency financial assistance available to local authorities (as defined in section 155(4) of the Local Government and Housing Act 1989) in England. The guidance notes and threshold information can be found at:
<https://www.gov.uk/government/publications/bellwin-scheme-2013-to-2014-guidance>

ix. Disaster Appeal Scheme

- Many UK disasters have demonstrated how the public can be very swift and generous in its response to a tragedy. The British Red Cross working in partnership with local authorities can use their resources and skilled staff to rapidly instigate an effective appeal fund. Further information is available at:
<https://www.redcross.org.uk/about-us/news-and-media/media-centre>

3.12 Recovery Considerations

- Following the response stage to an incident, the principal concerns of local authorities are to:
 - Provide support for the community in their area to mitigate the effects of the emergency on people, property, and infrastructure.
 - To play a key role in co-ordinating the assistance from the voluntary sector.
 - Endeavour to continue with normal support and care for the local and wider community throughout any disruption.

- As the emphasis moves from immediate response to the recovery phase, the overall co-ordination for the emergency may be handed from the Senior Police Officer to the local authority Chief Executive, or other appropriate organisation and the emergency services will have little or no involvement in the restoration of normality to the environment and local communities.
- The Recovery phase may be a prolonged process which needs to be carefully monitored and managed to balance the requirements of the emergency/response against the day-to-day operations for the Council.
- More details on recovery can be found in the stand-alone Recovery Plan appended to this plan.

3.13 Plan Stand Down Guidance at Response Cessation

- When the incident is brought under control and begins to de-escalate, consideration will be given to the “Stand down” of this plan when appropriate. This plan should be stood down when pressures on the Council reduce and a return to normality is able to begin. This stand down may be phased (slow withdrawal of service to maintain a response to the incident whilst returning service delivery to ‘service as usual’) or immediate (immediate return of resources to normal duties). Stand down will be used to signify the end of an incident or the withdrawal of resources.
- The Chief Executive (or deputy) will make the decision for the cessation of major incident procedures, all Directorates will be:
 - Instructed when the major incident response has ceased.
 - Instructed to return to normal business practices as soon as possible.
- It is recognised that some departments may be able to resume full services immediately, whilst other sections will still be involved in remedial work associated with the event.
- If a decision to close down a major incident is taken outside of normal business hours, the Strategic Team will disseminate this information to all Directorates and Kirklees Council staff directly involved at the time.
- Once all resources have returned to their normal areas of work and service delivery and community life are back to normal, consideration should be given to declaring a cessation to the Major Incident.

3.14 Briefing, Debriefing, and Lessons Learnt

- **Note:** This section is applicable to both exercises and actual emergency responses. An example debrief form can be found at the end of this section.
- All staff deployed in a response should undergo a brief to make them aware of the incident and their role. This brief should include all relevant information concerning the incident itself and arrangements already in place.
- On stand down of the plan all staff deployed in a response should undergo a debrief. In large scale incidents this may be a multi-agency debrief led by another agency. However, in all cases, Kirklees Council should run their own internal debrief to specifically identify areas for improvement in future responses.

- A review of the response to an emergency situation or an exercise is essential. This provides an opportunity to evaluate efficiency, to learn from experience gained, and also offers a source of information to assist in future planning, training, and incident exercising.
- Debriefs can be in the form of the following:
 - **Hot debrief:** Immediately after an incident those staff involved will be given the opportunity to feedback their experiences while it is fresh in their minds.
 - **Internal debrief:** Internal services will be brought together to share good practice and learning so that we understand the pressures within certain parts of the Council and how to support each other.
 - **Multi-agency debrief:** Incidents that require a multi-agency response will usually require a multi-agency debrief. The lead organisation involved will request a debrief if they consider it appropriate.
- The findings must be recorded and will usually follow the format of:
 - What went well?
 - What did not go so well?
 - Areas for improvement.
- A post-incident report should be created examining the Kirklees Council response. This should be based on the debriefing sessions held with officers and staff involved in the response. Within this report, actions will be assigned to key personnel to ensure that they are implemented and improvements in our emergency arrangements made.
- On completion, this report should be sent to the Emergency Planning Team, where they are not the authors, who will then review, and if necessary, make changes to, this Plan.
- Post-exercise reports may, where high level changes are needed, require strategic sign-off. Where this is the case the Emergency Planning Team Manager will progress this as necessary. Where this is not required the Emergency Planning Team, or post-exercise report owner, will create an implementation report and ensure that the actions are completed by the required deadlines. One of the forums for accountability that will be considered for each report is the Kirklees Emergency Planning Group. However, where the owner of the post-exercise report is external to the Emergency Planning Team, they may have their own group to which accountability for action completion can be held.

3.15 Training and Exercising

- Training and exercising will take place to ensure that staff are suitably prepared to respond to an emergency. This will ensure that those involved:
 - Understand their role and that of others.
 - Understand the Major Incident Plan, systems, and procedures.
 - Make necessary preparations.
 - Perform to an agreed standard.
 - Learn for experience.
- Emergency Preparedness (guidance for the Civil Contingencies Act) identifies that Category One responder, (i.e Kirklees Council) are required to test and exercise their plans. This guide goes on to identify that testing and exercising can be discussion based, tabletop, or live. Therefore, when carrying out tests and exercises these are the styles that will be considered and used as appropriate. Guidance on international best practice for testing and exercising will be followed as per the International Standards Organisations (ISO) 22398 Societal Security: Guidelines for Exercises and Testing document.

- Further to this, Kirklees Council, as an organisation delivering and co-ordinating health services to the public, are required to meet a set of standards under the Emergency Preparedness, Resilience, and Response Framework. Part of this is the testing and exercising of response plans. They are in the same style as the Civil Contingencies Guidance but also denote the following timescale requirements for each type, which Kirklees Council will work towards to best ensure they meet core competency requirements: discussion based six monthly, tabletop annually or live every three years.
- Training and exercises will be led by the Emergency Planning Team. An annual Forward Plan is produced to identify and address the training and exercising needs for the Council. This Plan will include single and multi-agency training and exercising.
- The Major Incident Plan is reviewed after all training and exercising to ensure that it reflects any recommendations and lessons learnt.
- Training for volunteers will be carried out on an annual basis. Others with roles in emergency response under emergency plans will undergo training in an awareness raising form on a regular basis via their involvement in tests and exercises.

3.16 Administrative Guidance for ALL Emergency Plans

- The points below will be considered following the standby or full activation of any of the Kirklees Emergency Plans:
 - **Business Continuity:** Emergency responses and recoveries may require a large resource input over a protracted period of time. It may be necessary to activate Kirklees Council Service Level Business Continuity Plans, or the Corporate Business Continuity Framework to ensure that Services can continue to operate at acceptable levels.
 - **Kirklees Council Major Incident Plan:** The Kirklees Council Major Incident Plan gives direction and information on the following which may be required in support of this plan's implementation and validation: communications strategy, human aspects, information sharing strategy, staff health/safety/welfare, 24/7 contact details for internal roles/departments (where appropriate) and for key external organisations/groups, financing a response, legal advice, testing and exercising, briefing and de-briefing, post incident/exercise reports, data protection, human rights, equality and diversity, and freedom of information requests.
 - **Owner and Audience:** All Kirklees Emergency Plans are owned by Kirklees Council. The intended audience for each plan is any internal role or any external group/organisation that may be involved in a response to emergency incidents covered within each plan.
 - **Data Retention:** Documentation will be retained in-line with ISO 15489.
 - **Decisions and Rationale:** All, decisions, actions, and associated rationales should be recorded throughout a response and recovery.
 - **GSC⁵:** The Government Security Classifications level controls how each document can be shared and is located in the header and footer of each plan.
 - **Publication and Distribution:** Each plan will be published and distributed by the Kirklees Council Emergency Planning Team. Each plan identifies how the document is published and distributed to its required audience.
 - **Training, Skills, and Knowledge:** It is essential that all Managers of teams with Action Cards in a plan are aware of the plan and its activation arrangements.

⁵ Cabinet Office, Government Security Classifications April 2014 (Version 1.0, October 2013).

- **Review and Maintenance:** Each plan will be reviewed and routinely maintained by the Kirklees Council Emergency Planning Team. Plans will undergo a full review every 18 months.
- **Audit Trail:** Version control is present in each document and will be updated when changes are made to plans. Changes made will be recorded within the amendment's tables in each plan.

4 Specific Response Considerations

4.1 Terrorism

4.1.1 CONTEST Strategy

- CONTEST is the United Kingdom's Counter Terrorist Strategy.
- The aim of CONTEST is to reduce the risk to the UK and its interests overseas from terrorism, so that people can go about their lives freely and with confidence.
- To deliver the requirements of CONTEST 4 separate work streams have been developed:
 - **Pursue:** to stop terrorist attacks in the UK and against UK interests overseas. This means detecting and investigating threats at the earliest possible stage, disrupting terrorist activity before it can endanger the public, and, wherever possible, prosecuting those responsible.
 - **Prevent:** to stop people becoming terrorists or supporting terrorism.
 - **Protect:** to strengthen our protection against a terrorist attack.
 - **Prepare:** to mitigate the impact of a terrorist attack where that attack cannot be stopped. This includes work to bring a terrorist attack to an end and to increase the UK's resilience so it can recover from its aftermath. An effective and efficient response will save lives, reduce harm, and aid recovery.
- Within each region of the UK, there is a Counter Terrorist Unit. Within this unit, there are representatives for each of the CONTEST strands.
- Within each region, a regional CONTEST meeting is held which involves multi-agency representation, including representation from Kirklees Council (note: this is currently the Prevent co-ordinator).
- Within Kirklees Council, there are the following representative's departments for the CONTEST strands:
 - **Prevent:** Prevent coordinator post is present within the Community Safety team.
 - **Protect:** Public Health hold the Emergency Planning Team function who represent the Protect strand and hold responsibility for ACT Awareness and the Co-ordination of Martyn's Law under the Service Director for Culture and Visitor Economy. The Kirklees Council Emergency Planning Team also have author the Kirklees Council Threat Policy which indicates how the Council will respond to changes in the national threat level.
 - **Note:** There are no standing work streams within Kirklees Council for the Pursue and Prepare strands of contest.

4.1.2 Terrorist Attacks

- There are different ways in which terrorism can be carried out i.e., using vehicles, firearms, CBRNe, improvised explosive devices, etc, these include but are not limited to:
 - **Marauding Terrorist Attacks (MTA) incident:** this involves one or more people using weapons or improvised devices to attack people indiscriminately.
 - **Hostile Vehicle attacks:** this involves vehicles being used to commit the offence (e.g., running cars/vans/lorries into crowds, crashing aircraft). Large pre-planned events in Kirklees will consider temporary Hostile Vehicle Mitigation as a standard consideration.
- In the case of terrorist incidents within Kirklees, West Yorkshire Police will lead the response. However, each agency will have its own detailed set of response procedures. Terms to be aware of for tactics that may be invoked are:
 - **Operation Temperer:** The deployment of troops to support police officers in key locations following a major terror attack.
 - **Operation Plato:** Declared if the incident is MTFAs related meaning that only specialist trained, and protected responders can operate in affected/at risk areas.

- On notification of a terrorist incident, Kirklees Council will open their emergency control centre as per usual procedures and also consider opening an evacuation centre. Where the Police establish a Survivor Reception Centre, Kirklees Council will deploy resources as appropriate. Kirklees Council will deploy the relevant people to any Tactical and Strategic groups as well as to warm and cold zones as requested. Where an evacuation is instigated due to a terrorist incident then Kirklees Council will follow their Evacuation Plan as necessary.
- Where Kirklees Council call centre receive calls about a possible terrorist incident, they should immediately call the Police and pass on information concerning location, times, and any details provided. Once the Police have been contacted, Kirklees Council Emergency Planning team should be informed. Any further calls into the call centre around this event/possible event should be dealt with appropriately, advising people to avoid the area and visit the Kirklees Council and/or Police website to keep up to date with information released. Kirklees Council Emergency Planning will liaise with the communications team with regards to messages to update onto our website and social media sites.

4.2 CBRN(E) / HAZMAT

- CBRN / CBRN(e) is a term used to describe chemical, biological, radiological, or nuclear materials, (and/or explosive materials) risks. It is often associated with terrorism. It is the actual or threatened dispersal of chemical, biological, radiological, nuclear material (either on their own or in combination with each other or with explosives), with deliberate criminal, malicious, or murderous intent, targeted at a given population or economic or symbolic points⁶.
- A Hazardous Material (HAZMAT) incident is one involving dangerous/hazardous substances or goods, means solids, liquids, or gases that can harm people, other living organisms, property, or the environment. They not only include materials that are toxic, radioactive, flammable, explosive, corrosive, oxidizers, asphyxiates, biohazards, pathogen or allergen substances and organisms, but also materials with physical conditions or other characteristics that render them hazardous in specific circumstances, such as compressed gases and liquids, or hot/cold materials⁷.
- The general difference is that HAZMAT incidents are predominantly accidental (i.e., caused by human error or natural or technological reasons), CBRN(e) incidents are deliberate malicious acts with the intention to kill, cause sickness, or disrupt society⁸.
- Within the Kirklees area, there are pre-identified sites which would pose a HAZMAT risk due to their daily operations. The main sites are known as Control of Major Accident Hazard (COMAH) sites. The West Yorkshire Fire Service creates and manages the specific Multi-Agency Response Plans for these sites, which are what Kirklees Council will follow. Copies of these Plans and details on the COMAH sites sit with emergency planning and will be shared as deemed appropriate based on each individual request. Kirklees Council retain the right to exempt site names and addresses from freedom of information requests under Section 38 (Health and Safety) of the Freedom of Information Act due to their status as COMAH sites leading to their potential heightened risk of malicious attacks.

⁶ Department for Communities and Local Government (DCLG) and Chief Fire and Rescue Advisor (CFRA), Fire and Rescue Service Operational Guidance: Incidents Involving Hazardous Materials (2012, Section 7c17.5. pg.569).

⁷ DCLG and CFRA, Fire and Rescue Service Operational Guidance: Incidents Involving Hazardous Materials (2012, Section 3.2. pg.9).

⁸ DCLG and CFRA, Fire and Rescue Service Operational Guidance: Incidents Involving Hazardous Materials (2012, Section 7c17.7. pg.570).

- CBRN(e) incidents are likely to occur in areas more spontaneous and sites with the potential to harbour this risk are harder to identify. Where the risk does occur, the West Yorkshire CBRN(e) Concept of Operations document should be consulted as it details the multi-agency response to a CBRN(e) incident. A hard copy is held by the Emergency Planning Team as well as being available on Resilience Direct.
- The West Yorkshire Scientific Technical Advice Cell (STAC) Plan details the arrangements for providing advice to commanders during the response and recovery from complex incidents involving multiple scientific and technical issues, such as HAZMAT and CBRN(e) incidents. A copy of this Plan is held by the Emergency Planning Team.
- At the scene of a HAZMAT or CBRN(e) incident the lead responders will be the Fire Service (control the inner cordon/warm zone and lead on a HAZMAT response), the Police (with lead during a CBRN(e) incident and the co-ordination of a response overall to both CBRN(e) and HAZMAT) and the Ambulance Service for rescue and treatment of those affected (particularly via the deployment of their Hazardous Area Response Teams (HART)).
- Kirklees Council personnel are not trained or equipped to operate in any HAZMAT or CBRN(e) contaminated areas. The Council will, however, exercise its duty to support the response to such incidents using generic procedures. As such, the Council will:
 - Send Liaison Officer(s) to multi agency Tactical Co-ordination Group to facilitate the joint response to an incident.
 - Send senior representatives to attend the Strategic Co-ordination Group as required.
 - Lead the multi-agency recovery process, including the chairing and providing the secretariat for the Recovery Co-ordination Group.
 - Lead on contaminated waste management planning including the restoration of the environment to normal use.
 - Ensure, in liaison with other relevant agencies, that appropriate and timely public information and advice is provided, working to the West Yorkshire Resilience Forum Media Protocol.
 - Provide technical assistance to assess the stability of affected structures and provide advice on any temporary buildings/structures.
 - Make Public Health/Environmental Health Officers available as the primary source of public safety advice during the response and recovery phases.
 - Take an active part in any Scientific Technical Advice Cell (STAC) as directed by UK Health Security Agency in liaison with the Director of Public Health.
 - Work as appropriate with UK Health Security Agency, NHS England, Integrated Care Boards, Environment Agency, Health and Safety Executive, and the National Poisons Unit, to gather information and assess the risk to public health during the emergency.
 - Liaise with Yorkshire Water to ensure that any risks to drinking water supplies have been assessed.
 - Invoke mutual aid protocols with neighbouring authorities as required.
 - Activate Evacuation Centres for non-contaminated persons requiring welfare provision.
 - Provide welfare support to people following a mass decontamination procedure.
 - In certain circumstances, and in close collaboration with Health Services, assist (in a non-medical capacity) in accommodating those suffering minor injuries should it not be possible to process them through normal channels.
 - Consider wider regeneration opportunities as part of the recovery process.

- When a HAZMAT or CBRN(e) incident occurs the Police and Fire Service will put in place cordons, as usual, whereby dividing the area impacted into a Hot Zone (area directly impacted by it), Warm Zone (area where there is some minor risk) and Cold Zone (area of operation away from the risk).
- These zones, and risks posed to responders, will likely vary depending on the weather conditions and the extent of the incident. The impact of the weather on the incident can be monitored via the Met Office application CHEMET (available on Met Office Hazard Manager) and this system will be accessed and monitored via Emergency Planning within Kirklees Council.
- Lead responders will assess the scene of a HAZMAT or CBRN(e) incident using the STEP 1,2,3, Plus method to provide a response to best ensure responder safety. That is 1: if one casualty is observed with no obvious reason the responders will conduct a further operational risk assessment, 2: there are two casualties with no logical explanation whereby requiring responders to approach with caution, and finally 3Plus: there are three or more casualties with no logical explanation or cause therefore the response should employ caution.
- When responding to a CBRN(e) or HAZMAT incident within the hot zone correct and appropriate Personal Protective Equipment should be worn. It is not anticipated that any member of Kirklees Council will be deployed into this zone due to their lack of access to equipment and relevant training.
- Those responding in areas near to the hot zone should be aware of any unusual symptoms within their health (e.g., difficulties breathing, burning sensations in the eyes or on the skin). Where these are noticed, they should report to on-site Ambulance crews or Fire Service. They should avoid travelling to a hospital area as they risk spreading any contaminant that they may be carrying.
- Decontamination of those who come into contact with the chemicals/hazardous materials will be decontaminated at the scene by the Ambulance Service in liaison with the Fire Service. There are two options for decontamination – dry and wet. The most appropriate will be identified and used as required. Before entering hospitals/health care facilities a full wet decontamination will be required. Decontamination of the local environment and infrastructure will be carried out under direction of the Government Decontamination Service (contact details in the contact directory at the back of this Plan) and, as such, they should be involved in any recovery group set up.
- Once a CBRN(e) or HAZMAT incident has been resolved there becomes an issue of decontamination. Any recovery working group set up should consider this from an early stage. As part of this Kirklees Council will liaise with the Government Decontamination Service (see contact details). Other agencies may also assist as agreed via the recovery working group, or other group set up to deal with the clean-up as appropriate.

4.2.1 Chemical Fatalities

- As well as the CBRN(e) and HAZMAT incidents there are also issues with more individual based chemical fatalities. These are incidents where people carry out suicide by chemical exposure.
- The overall response will be managed by the Police and Fire service as per their own procedures. Kirklees Council, where informed, should liaise as necessary with these agencies carrying out the necessary actions as appropriate. Evacuations of nearby properties and the closure/diversion of roads may be necessary, usual plans and procedures should be followed in these cases. Kirklees Council may also be called upon

once the body has been recovered and the scene closed to dispose of the chemical agent involved.

- Where this is the case, they should contact Acumen (formally Chem Waste LTD) as per usual procedures.

4.2.2 Nuclear Material Transportation

- Kirklees has a number of road and rail systems which may be used during the transportation of nuclear materials. Where such things occur West Yorkshire Police/British Transport Police will be notified. However, they have no obligation to pass on this information to other partners.
- Where an incident occurs, the Police will lead the response in close liaison with the Fire Service. Kirklees Council will interact to the response as prompted by them. The likely response from Kirklees Council will be around evacuations of any properties likely to be affected, evacuation of affected road systems if appropriate, and the closure/diversion of roads affected. The Evacuation Plan and the human aspects considerations should be used as appropriate. Decontamination procedures will be as per guidance in the CBRN(e) part of this Plan.
- More information on a response and its considerations to incidents involving the transportation of nuclear material can be found in the MOD guidance titled “Local Authority and Emergency Service Information” (LAESI) (Version 9). This document is available from the Emergency Planning Team or at:
<https://www.gov.uk/government/publications/local-authority-emergency-services-information>.

4.3 Lockdown

- During some incidents, it may be necessary to remain in buildings until the situation has been resolved (e.g., CBRN, firearms). Where lockdown is needed, a message will be circulated for people in affected areas to remain within buildings with all access doors locked and windows closed.
- Message of lockdown, and the declaration of lockdown being over, are likely to be via the Police, however, you may also be made aware of lockdown messages via the Kirklees Council Emergency Planning Team. More locally, where the Police and Emergency Planning Team are not involved, Senior Management onsite may make the decision to lockdown based on an immediate risk identified for that specific site. Messages should be disseminated throughout buildings as appropriate, ensuring that all meeting rooms are checked and all people within them informed.
- All staff should remain in buildings and make the best effort to keep visitors and members of the public in the site also. However, there are no powers in place to force people to remain in buildings.
- Once buildings are locked down, move away from windows and external facing doors. Do not allow anyone else to enter the building – they may be contaminated or the person committing the offence triggering the lockdown.

4.4 Visits from Protected/High Risk Persons

- This could be anyone from Royalty to the Prime Minister or other high profile national party leaders to high profile celebrities.
- Notice of their visits will usually be provided by West Yorkshire Police Force Planning Unit to enable appropriate planning to take place, these can either be police or council lead.

- A safety advisory group may be established to provide advice on specific planning for their visit based on their individual risk and visit details.

4.5 Administration

- **Owner and Audience:** This plan is owned by Kirklees Council and the intended audience is any internal role (as a minimum those with an identified action card – Appendix A) or any external group/organisation (as a minimum those in Appendix B) that may be involved in a response to emergency incidents covered within this plan.
- **Review and Maintenance:** The Emergency Planning Team will review this plan every 6 months. Maintenance updates will be made based on lessons learned from activation or organisational changes which impact Emergency response under this plan.
- **Plan Consultation:** Kirklees Council Major Incident Plan will undergo internal Council and External partner consultation before progressing to sign off. This consultation will be, as a minimum, to those with a role under the plan.
- **Plan Publication and Distribution:** The Emergency Planning Team and Strategic Directors receive hard copies of this plan and supporting documentation. Electronic versions are available to internal Council staff and external partners via Resilience Direct.
- **Audit Trail:** Version control is present and will be updated when changes are made to this plan. Changes made will be recorded within the Amendments Control Document, available from the Emergency Planning Team.

Appendix A: Internal Response Action Cards

A.1 Strategic Lead (Chief Executive / Director)

Overarching Responsibilities
Have overall responsibility for the activation of the Kirklees Major Incident Plan.
Set and regularly review emergency response and recovery strategies for Kirklees Council, in liaison with other council officers and multi-agency partners where appropriate.
Anticipate the short, medium, and longer-term impacts of the emergency response and recovery, and put in place strategies to mitigate impacts on service delivery, communities, finance, and reputation. Where appropriate, ensure that the Corporate Business Continuity Framework is activated.
Advise multi-agency partners of the Council's overall capabilities and resources.
Chair the Kirklees Council Strategic Co-ordination Group (SCG) and Recovery Co-ordination Group (RCG) meetings, and where appropriate, multi-agency SCG and RCG meetings. Nominate a deputy to undertake this role during periods of unavailability or absence.
Nominate appropriate Strategic Level Officers to attend multi-agency command structure meetings.
Ensure a log of key information, decisions, rationale, and actions is maintained.
Authorise expenditure and ensure budget monitoring processes are established for the response and recovery.
Brief and liaise with the Leader of the Council and other members of the Council.
Liaise with the Communications Team to arrange regular public communication updates in accordance with the West Yorkshire Emergency Media Protocol.
Ensure the Council has a visible presence at the scene of an emergency.
Liaise with other strategic leads from partner organisations.
Consider authorising mutual aid requests from partner organisations, and where necessary, request mutual aid from partner organisations.
Consider appropriate Civic responses e.g. Disaster Appeal Funds, books of condolence, lowering of flags, remembrance events, etc.
If appropriate, put in place a rota for strategic leads and ensure thorough briefings and handovers are undertaken with those on the rota. Consider the requirement for strategic leads to be security cleared when setting the rota.

A.2 Elected Members

Overarching Responsibilities
Gather information on community needs and pass this to the command structure.
Participate in regular briefings about the emergency, its management, and the communication strategy from the Communications Team.
Communicate information to the public in accordance with the communication strategy.
Have a visible presence at the scene of an emergency and within affected communities.
When authorisation is given by the Leader of the Council and the Strategic Lead, and following a briefing from the Communications Team, act as the spokesperson for the Council and brief the media.
Contact other Elected Members for the Ward, brief them on the situation, and agree who will represent the Ward Members at appropriate meetings.
Signpost members of the community that need support to appropriate Council Teams and partner organisations.
Where appropriate, assist the command structure by providing local knowledge and local contacts.

A.3 Emergency Planning Team

Overarching Responsibilities
Manage the emergency response and recovery at a tactical level.
Set up an appropriate Kirklees Council command structure to manage the response and recovery. Consider whether response and recovery meetings will be in person or virtual.
Establish arrangements to assess and share information, and communicate effectively with all officers, and partner organisations involved in the response and recovery. Consider the use of Resilience Direct.
Provide technical advice to the command structure on all aspects of emergency planning.
Where appropriate, liaise with the West Yorkshire Resilience Forum.
Consider the use of JESIP principles.
Anticipate the short, medium, and longer-term impacts of the emergency response and recovery, and provide technical advice to the Strategic Lead.
Establish an incident log to log all key information, decisions, actions, and rationale. Ensure that all officers and partner organisations involved in the response and recovery know how to add to the log. Ensure that the log and other appropriate documentation are retained in accordance with the Teams GDPR retention schedule.
Consider opening an Emergency Control Centre.
Ensure the activation of appropriate sub-plans within the Major Incident Plan to manage impacts.
Ensure that where appropriate, the Council has a visible presence at the scene of an emergency, and within affected communities.
If mutual aid from Kirklees Council is approved, co-ordinate the deployment of, and monitor the use of assets provided.
Ensure appropriate Kirklees Council officers attend multi-agency command structure meetings, briefings, and control rooms when required.
If appropriate, ensure rotas are in place at all levels of the command structure and within teams involved in the response and recovery. Ensure that all officers on rotas receive regular briefings and that handovers are thorough.
Ensure that all appropriate Council Officers know to gain authorisation for expenditure and how it should be recorded.
Ensure that the command structure considers recovery at the appropriate time.
Lead a post-incident debrief with appropriate Council officers and partner organisations.

A.4 Communications Lead

Overarching Responsibilities
In liaison with the command structure and multiagency partners (where appropriate), produce and disseminate communication messages to stakeholders and the public.
Consider the most effective platforms for the dissemination of information and key messages. These may include media briefings, social and print media, Council website, front-line Council Officers and Elected Members, etc.
Ensure that multi-agency communication messages are created and shared in accordance with the West Yorkshire Emergency Media Protocol.
Agree on a media strategy for dealing with the emergency.
Brief Elected Members, Strategic Officers, front-line staff, and others as necessary on key messages.
Brief and prepare Council Officers who may be required to give interviews to the media.
Regularly liaise with the Emergency Planning Team to ensure that the Communications Team are aware of the latest information.
If appropriate, put in place a rota within the Communications Team and ensure thorough briefings and handovers are undertaken with those on the rota.
Attend the multi-agency communications cell (if established).

A.5 Emergency Volunteer

Overarching Responsibilities
Work under the direction of the Emergency Planning Team to assist with the response to and/or recovery from the emergency.
Prior to deployment, receive a briefing from the Emergency Planning Team, and ensure that appropriate equipment, including Council ID, warm clothing, etc. are taken to deployments.
Act in accordance with the briefing from the Emergency Planning Team and follow appropriate risk assessments and health and safety arrangements.
Escalate any issues or concerns to the Emergency Planning Team immediately.
Receive regular updates/briefings from the Emergency Planning Team.

A.6 Loggist

Overarching Responsibilities
Taking direction from the Emergency Planning Team, log at command structure meetings, briefings, and on-site meetings.
Document all key information, decisions, rationale, and actions using templates and systems provided.

Appendix B: External Organisations/Groups Roles and Responsibilities

- The following section identifies a summary of what roles partner/external organisations can expect to be carrying out during a response to a fuel shortage within Kirklees. For full details of their response please see their organisations specific response plans⁹.
- They can be contacted during a response via the Major Incident Plan Contact List.

Organisation	Responsibilities During a Major Incident Response
West Yorkshire Police (WYP)	<p>The primary areas of Police responsibility at a declared emergency are:</p> <ul style="list-style-type: none"> • The saving of life together with the other emergency services. • The protection of property. • The co-ordination of the emergency services, local authorities, and other organisations acting in support at the scene of the incident. • To secure, protect, and preserve the scene and to control sightseers and traffic through the use of cordons. • The investigation of the incident; securing and preserving evidence and the identification of witnesses, in conjunction with other investigative bodies where applicable. • The collection and distribution of casualty information. • The identification of the dead on behalf of Her Majesty's (HM) Coroner. • The prevention of crime. • Short-term measures to restore normality after all necessary actions have been taken.
West Yorkshire Fire and Rescue Service (WYFRS)	<p>The primary areas of responsibility for West Yorkshire Fire & Rescue Service at declared emergencies are:</p> <ul style="list-style-type: none"> • Rescue of casualties. • At incidents involving fire, prevention of further escalation of the incident using firefighting measures. • Dealing with released chemicals or other contaminants in order to save life and rescue or protect people from imminent danger. • Manage access and egress from the gateway to the inner cordon. • Assessment of hazards including gathering and provision of hazard information to other agencies to support decision making. • Provide liaison and assistance to Medical/Ambulance personnel regarding casualties. • Provide liaison and assistance to Police where necessary. • Assist with body recovery where required. • Liaise with the Environment Agency on environmental issues, put measures in place where possible to mitigate the effects of the incident on the environment. • Participation in investigations and preparation of reports where necessary.
Yorkshire Ambulance Service	<ul style="list-style-type: none"> • The Ambulance Service is primarily responsible for the alerting, mobilising, and coordinating at the scene all primary NHS resources necessary to deal with any incident unless the incident is an internal health service incident.

⁹ Contact the Kirklees Emergency Planning Team who will contact the organisations to source the appropriate plans.

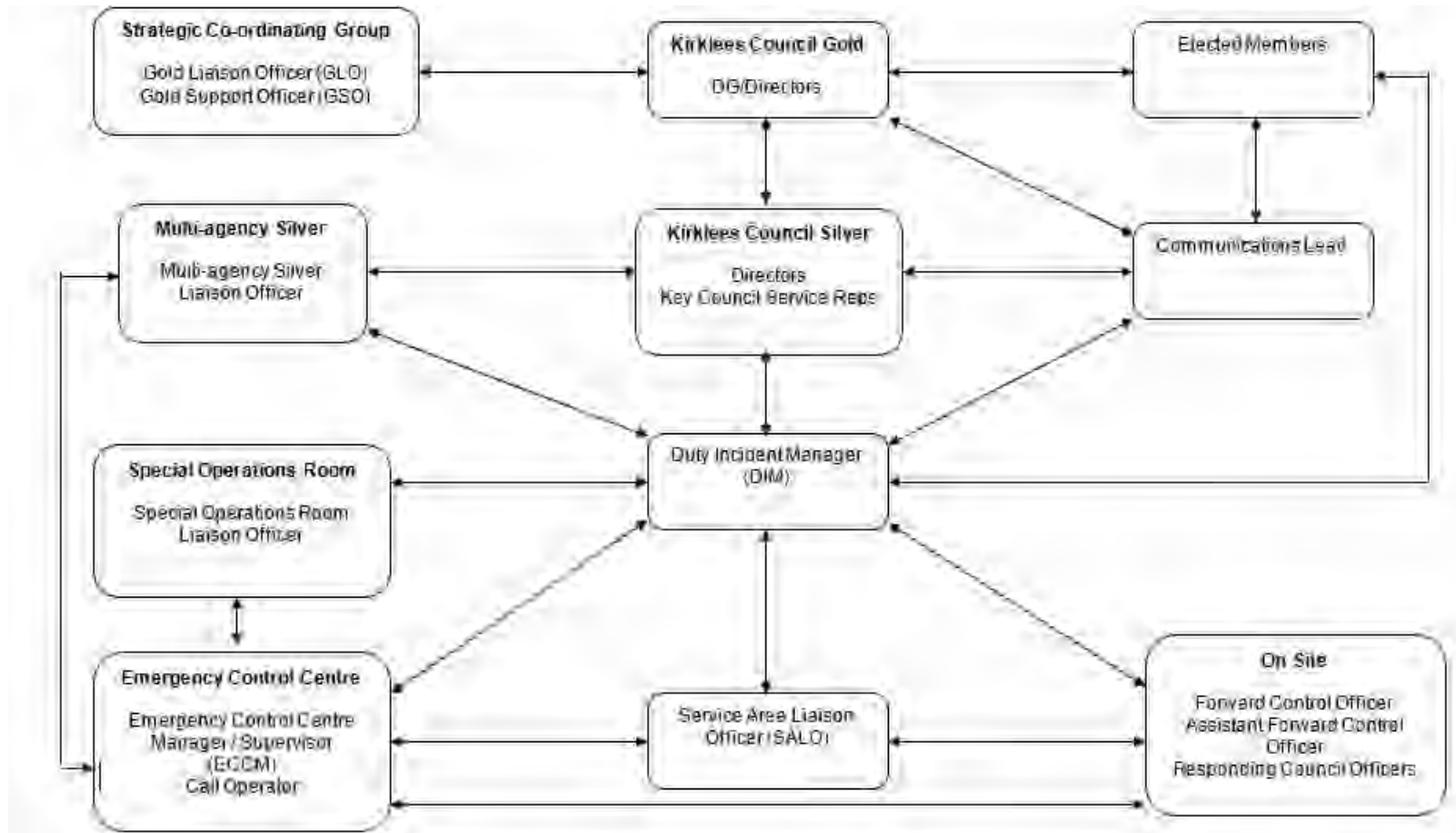
Organisation	Responsibilities During a Major Incident Response
	<ul style="list-style-type: none"> • The key strategic responsibilities of the Ambulance Trusts are: • The saving of life, in conjunction with the other emergency services and CAT 1 Responders. • To protect the health, safety, and welfare of all health service personnel on site. • To co-ordinate the NHS communications on site and to alert the main 'receiving' hospitals for the receipt of the injured. • To instigate a triage process when required. • To treat casualties. • To transport casualties to hospital. • To provide clinical decontamination of casualties and to support mass decontamination. • To mobilise the UK national reserve stock, as appropriate to Ambulance Service Pod Holding Trusts only. • To alert and co-ordinate the work of the Voluntary Organisations enabling them to provide services appropriate to the incident and as required. • Provide a nominated member of staff to communicate with receiving hospitals usually known as the Hospital Liaison Officer. • Instigate the use of a Casualty Clearing Station when required. • Have the facility to deploy and provide sufficient bulk equipment (including oxygen) to meet the requirements at the site.
Environment Agency	<ul style="list-style-type: none"> • The Environment Agency will always work within the principles of Integrated Emergency Management. • At incidents involving flooding, our role is to: <ul style="list-style-type: none"> ○ Issue Flood Warnings. ○ Maintenance and Operation of vital flood defences. ○ Monitor water levels and flows, assess risk, and advise the emergency services and local authorities. ○ Check flood defences and undertake essential repairs and maintenance as necessary. Monitor and clear blockages of culverts (on main rivers) and breaches in defences. ○ Support the joint response by providing representatives to the various emergency control points. • At incidents involving actual or potential environmental damage, the EA will take action to: <ul style="list-style-type: none"> ○ Assess the risk of the incident to the people, environment, and property. ○ Prevent or minimise the impact of the incident on human health, the environment, and property particularly where the risk is serious or immediate. ○ Investigate and gather information and evidence for possible enforcement and legal action in accordance with its role as regulator. ○ Ensure the owner/operator/polluter takes responsibility for the appropriate remedial actions. ○ Where the source is not identified or the required action is not instigated by the owner/operator/ polluter, consider what action to take in respect of remedial actions. ○ Ensure remedial action is undertaken in an approved, professional, and competent manner and not, in general, to do the work ourselves.

Organisation	Responsibilities During a Major Incident Response
	<ul style="list-style-type: none"> ○ Recover the costs of the incident response and investigation at every opportunity.
NHS England	<ul style="list-style-type: none"> • Represent the NHS at Strategic coordination groups. This will normally be Accountable Emergency Officer or Director on call. • Direct NHS resources in response to an incident (even where services are commissioned by Integrated Care Boards (ICBs)) • Coordinate planning and exercising within the health community (this includes advice and assistance to NHS organisations). • Provide Media management through communications leads in healthcare organisations. • Set up incident coordination centre • Co-ordinate the West Yorkshire health service response to an incident
UK Health Security Agency <i>(Locally: Yorkshire and Humberside Branch)</i>	<ul style="list-style-type: none"> • Be engaged in preparedness, planning, and exercising for declared emergencies with partner agencies. • Assess the risk posed to the health of the population from the incident in collaboration with the Director of Public Health (DPH). • Provide expert health protection input to the Tactical Co-ordinating Group. • Provide expert health protection input to a Scientific and Technical Advice Cell (STAC) when convened. • In collaboration with other agency expertise, advise on surveillance and investigation methods to better define the impact on human health, and check the effectiveness of counter-measures. • Provide health protection advice to the public and other agencies, including the NHS on actions to be taken to protect health. • In collaboration with the DPH, advise Police Commanders on the health considerations of a decision, e.g., evacuation versus sheltering decision (through STAC or otherwise). • Supported by Regional Communications Manager of UK Health Security Agency, prepare health protection components of agreed media statements in liaison with police and NHS England. • Provide health protection advice during the recovery phase.
Kirklees Health and Care Partnership (Integrated Care Board (ICBs)) <i>(Formally NHS Clinical Commissioning Group)</i>	<ul style="list-style-type: none"> • ICBs are recognised Category 2 Responders under the Civil Contingencies Act (2004). As such they will ensure that they have their own response (including business continuity) and recovery plans in place. • Ensure contracts with providers make provisions for Emergency Preparedness, Resilience, and Response element (including business continuity). • Offer support to NHS England as appropriate in their resource mobilisation. • Seek assurance that provider organisations are able to deliver and are delivering contractual obligations. • Cooperate and share relevant information with other responders. • Provide a 24/7 on-call function.
Northern Resilience Team <i>(Department of Housing, Communities and Local Government)</i>	<p>In a regional declared emergency, the Northern Resilience Team will be responsible for:</p> <ul style="list-style-type: none"> • Supporting the local response to an emergency which impacts on a number of localities within the region and providing a communications channel between central and local response structures.

Organisation	Responsibilities During a Major Incident Response
	<ul style="list-style-type: none"> Monitoring the wider impacts of an emergency and advising on consequence management issues. Providing Mutual Aid to other Resilience Teams and Other Government Departments if requested. Supporting Ministerial and VIP visits to the region which have occurred as the result of a declared emergency. Attending and providing secretariat support to a Regional Civil Contingencies Committee. Providing a Regional Operations Centre including equipment and support staff. Ensuring that there are smoothly operating links to any Strategic Command in the region and to Central Government. Brief Central Government.
Network Rail	<ul style="list-style-type: none"> Network Rail would become involved if there is an incident that would, or has the potential to, impact upon the normal operation of the national railway infrastructure. Network Rail is the lead organisation for the Rail Industry response and would provide incident command and control structure for the industry as well as providing technical and safety specialist advice. Network Rail would work with the local responding agencies to establish a safe system of work and would, if required, ensure that trains are stopped or cautioned and if needs be, have overhead electrical traction power switched off. Only Network Rail can arrange for trains to be stopped and traction power to be switched off and isolated. Network Rail would despatch a Rail Incident Officer (RIO) to act as the industry “Tactical” Commander with the Rail Incident Commander (RIC) acting as the Rail Industry “Strategic” Commander. The Rail “Strategic” cell will be established within the Network Rail London North Eastern Route Control Centre in York. Network Rail will assist, if requested, for incidents away from the railway but where rail support would be advantageous and assist with the local response. Network Rail can also be used to approach the Train Operating Companies for their assistance. Network Rail would also manage the network issues surrounding the affected area and look to work with the train operating companies to minimise disruption and look at alternative routes and the introduction of bus services etc. In the event of a declared emergency on the railway, Network Rail would despatch its Major Incident Control and Support vehicles and also, if required, the Major Incident Command Vehicle. These vehicles are based in Doncaster.
Met Office	<p>Should a weather-related incident occur, the Met Office can provide:</p> <ul style="list-style-type: none"> Advisories and warnings of severe weather leading up to and during the event via the National Severe Weather Warning Service and the Met Office website. Information of all the meteorological factors which could impact, on the event. Attendance at Strategic Command or SCG meetings, where possible, usually as part of S.T.A.C. Tele or video conferencing could be an alternative.

Organisation	Responsibilities During a Major Incident Response
	<ul style="list-style-type: none"> • Consistency of meteorological information, and that all responders within “Strategic” are able to utilise this information. • Interpretation of this information for the responders. • The Met Office will make available the Emergency Support website to Category 1 and 2 responders during a significant weather-related event. The website will provide actual and forecast data on precipitation, wind, lightning risks, and other information pertinent to the event. It will be accessed by a password section of the Met Office website. The username and password will be provided by the Met Office at the time and will only be valid for the specific event. • Source other scientific advice available from the Met Office and to act as a point of contact between the Met Office and responders. This will free up responder’s resources to enable them to utilise their specific skills effectively. • A response to weather related media enquiries. • If required and appropriate, routine forecasts and other information to be supplied to aid in the recovery phase. • Assistance in the audit trail by documenting all meteorological requests and responses.
<p style="text-align: center;">Voluntary Organisations</p>	<p>There are many different Voluntary Organisations but each one will offer support and assistance to the Local Authority in response to an emergency situation, including:</p> <ul style="list-style-type: none"> • Evacuation Centres – providing emotional support. • Evacuation Centres – providing general first aid. • Evacuation Centres – Assist with registration, reception, information points. • Evacuation Centres – Serving meals/drinks. • 4x4 transportation. • Delivery of essential medicines/emergency shopping. • Provision of wheelchairs. • Transportation of persons using ambulances or minibuses (ability to transport persons in wheelchairs). • Providing a 24 hour service for search and rescue, trained in first aid and the evacuation of casualties from difficult locations and rural type areas. • Radio amateurs who are able to provide a range of 2-way communications by radio links, mobile and fixed, including relays to difficult sites, data transmissions, and GPS tracking of mobile radio stations. • Provide 24 hours telephone service to emotionally support people in crisis or who are suicidal.

Appendix C: Flowchart of communication Links



Appendix D: Loggist Supporting Documents

D.1 Guidance for Working with a Loggist

General Principles
Introduce your decision loggist at any meetings and empower them with the confidence to interrupt discussions and ask for clarification.
Be clear, concise and dictate the wording that you want your decision loggist to write.
Avoid acronyms and dialect and explain any words that have multiple meanings.
Ensure that you give your decision loggist sufficient time to capture the information before you move on with discussions.
Empower the decision loggist to interrupt discussions if they feel information has been missed, requires clarity, or requires context.
Ask the loggist to read out all decisions and actions before ending the meeting.

What information does your decision loggist need?

Decision(s)	Action(s)	Rationale for each Decision
--------------------	------------------	--

After the Incident/Meeting

- Read and sign the decision log off as a true and accurate record.
- Retain a copy of the log for a minimum of 20 years.

D.2 Incident Log Template

Loggist Name		Job Title	
Incident Name		Logging Location	

Log No.	Date DD/MM/YY	Time (24 Hour) 00:00	Loggist	Information / Contact Details / Decisions/Actions/ Rationale	Complete (Name, Date, and Time Completed)
001					
002					
003					
004					
005					
006					

Post Incident a Senior Officer involved in the response and recovery must complete the section below			
I am satisfied that this log is a true and accurate record			
Name		Job Title	
Role During the Incident			
Signature		Date	

Decision Log (duplicate this page as necessary)

Date:	Time:	Meeting/Incident:
Chair:	Log Owner:	Loggist:

Name	Organisation / Team	Contact Number	Contact Email

D.3 Decision Log Template

Log No. (i.e. 001, 002, etc.)	Date	Time	Loggist Name (Who recording information)	Detail	Action Complete (Name, Date, and Time Completed)
				DECISION – What needs to be done? RATIONALE – Why? ACTIONS – Who will do what? Contact Details	
Use one Decision Logging Sheet to Record Each Decision					

A Senior Officer involved in the response and recovery must complete the section below					
I am satisfied that this log is a true and accurate record					
Name				Job Title	
Role During the Incident					
Signature				Date	

Appendix E: Connected Documents¹⁰

- This section outlines the documents which have been used in the creation of this document and which support this document's implementation.
- The documents identified in this chapter may be referred to throughout the document where necessary.

Internal Documents

- Severe Weather Plan
- Reservoir Emergency Plan
- Evacuation and Shelter Plan
- Community Recovery Framework
- Outbreak Response Plan
- Warning and Informing/Media Protocol
- Communications
- Fuel Disruption Response Plan
- CBRN Plan
- Kirklees Mass Fatalities and Excess Deaths Plans
- Animal Health Plan
- Voluntary Organisation Plan
- Corporate and Service Level Business Continuity Plans
- Corporate Health and Safety at Work Policy
- Corporate Risk Management Strategy
- Employee Volunteering Policy
- Purchasing Card Procedures
- Purchasing Card User Guide
- Financial Procedure Rules
- Retention Schedule 9- General Public Services

Partner Organisations' Documents

- West Yorkshire Resilience Forum Community Risk Register
- West Yorkshire Resilience Forum Emergency Response Manual
- West Yorkshire Resilience Forum Information Sharing Protocol
- West Yorkshire Resilience Forum Chemical, Biological, Radiological and Nuclear Concept of Operations
- West Yorkshire Resilience Forum Media Toolkit

National Documents

- Cabinet Office, Civil Contingencies Act (2004)
- Cabinet Office, Emergency Preparedness (March 2012)
- Cabinet Office, Emergency Response and Recovery (October 2013)¹¹
- Cabinet Office, UK Civil Protection Lexicon (February 2013, Version 2.1.1)
- Cabinet Office, National Recovery Guidance (2013)¹²

¹⁰ Copies of these are available from the Kirklees Council Emergency Planning Team on request

¹¹ <https://www.gov.uk/national-recovery-guidance> - this is a website it is not a published document.

¹² <https://www.gov.uk/national-recovery-guidance> - this is a website it is not a published document.

- Department for Communities and Local Government (DCLG) and Chief Fire and Rescue Advisor (CFRA), Fire and Rescue Service Operational Guidance: Incidents Involving Hazardous Materials (2012)
- Ministry of Defence, Local Authority and Emergency Service Information (LAESI) (Version 9)
- International Standards Organisation (ISO), 22398:2013, Societal Security-Guidelines for Exercises (2013)
- ISO, 22301:2012, Societal Security- Business Continuity Management Systems: Requirements (2012)

Appendix F: Template Initial Agenda (Tactical)

Tactical Co-Ordinating Group (TCG) Agenda		✓ / N/A
Introduction	1. Member introductions, including their responsibilities 2. Apologies 3. Agree membership 4. Identify who will lead on Resilience Direct	
Gathering Information and Intelligence	5. Declaration of items for urgent attention 6. Confirmation of decisions on urgent items Adjourn as necessary to action urgent issues 7. Situational briefing (METHANE) 8. Report/update from members	
Assess Risk and Develop a Working Strategy	9. Review SCG working strategy (or develop strategy if SCG have not met) 10. Review media strategy (or develop strategy if SCG have not met) 11. Review and agree priorities and tactical decisions 12. Staff welfare considerations 13. Develop and agree/review tactical plan	
Consider Powers, Policies, and Procedures	14. Understand what laws, standard operating procedures, and policies apply 15. Consider existing Kirklees Council plans 16. Consider existing Memoranda of Understanding	
Identify Options and Contingencies	17. Consider all potential options (based on known risks)	
Take Action and Review What Happened	18. Review key decisions, actions, and rationale 19. Allocate responsibility for agreed actions 20. Consider hot debriefs when appropriate	
Other	21. Any other business 22. Confirm date and time of next meeting	

Appendix G: Template Initial Agenda (Strategic)

Strategic Co-Ordinating Group (SCG) Agenda		✓ / N/A
Introduction	1. Member introductions, including their responsibilities 2. Apologies 3. Agree membership	
Gathering Information and Intelligence	4. Declaration of items for urgent attention 5. Confirmation of decisions on urgent items Adjourn as necessary to action urgent issues 6. Situational briefing	
Assess Risk and Develop a Working Strategy	7. Declare/confirm declaration of major incident 8. Develop and agree/review working strategy 9. Develop and agree/review media strategy 10. Develop and agree/review other appropriate strategies 11. Council and community impact assessment 12. Business (economy) and environment impact assessment 13. Review and agree priorities 14. Recording expenditure 15. Agree extent that Resilience Direct will be used	
Consider Powers, Policies and Procedures	16. Confirm what laws, standard operating procedures, and policies apply 17. Consider existing Kirklees Council plans 18. Consider existing Memoranda of Understanding 19. Authorisation of expenditure	
Identify Options and Contingencies	20. Consider all potential options (based on known risks) 21. Horizon scanning 22. Identify recovery lead and Recovery Co-Ordinating Group	
Take Action and Review What Happened	23. Review key decisions, actions, and rationale 24. Determine new strategic actions required 25. Allocate responsibility for agreed actions	
Other	26. Any other business 27. Confirm date and time of next meeting	

Appendix H: Strategic Strategy Template

If a Major Incident is declared for the Kirklees District, a SCG will be activated. It is important that the SCG considers several generic objectives to formulate the Council's response strategy (which dovetail into a multi-agency response strategy as appropriate), thus ensuring the most appropriate and effective response. It is recommended that the relevant objectives associated with the incident type are set out at the initial meeting and then reviewed at subsequent meetings.

STRATEGIC OBJECTIVES
➤ Saving and protecting human life.
➤ Ensure due consideration is given to the needs of vulnerable members of the community.
➤ Containing the scale and nature of the incident.
➤ Relieving suffering.
➤ Maintaining or restoring critical services.
➤ Working with and supporting partners.
➤ As far as reasonably practicable, protecting property.
➤ Providing the public and businesses with clear, accurate, and timely information and reassurance messages.
➤ Ensure the welfare of responding personnel is monitored and appropriate welfare arrangements are in place.
➤ Safeguarding the environment.
➤ Promoting and facilitating self-help within the community.
➤ Facilitating the recovery of the community (including humanitarian assistance, economic infrastructure, and environmental impacts).
➤ Identifying and implementing lessons identified from the response and recovery.

Appendix I: Team /Service Situation Reporting

I.1 Situation Report Template

TEAM / SERVICE AREA
NAME OF OFFICER COMPLETING SITREP
DATE
TIME
INCIDENT
TOP PRIORITIES (Including Rationale)
ISSUES/CONCERNS
ADDITIONAL INFORMATION

I.2 Guidance for Completing Situation Reports

TEAM/SERVICE AREA
Enter your team or service area
NAME OF OFFICER COMPLETING SITREP
Enter your name
DATE
Enter the date
TIME
Enter the time
INCIDENT
Enter the incident the Sitrep relates to
TOP PRIORITIES (Including Rationale)
Enter the priorities of your team/service area, including the rationale as to why they are a priority. Limit to your top 5 priorities (unless it is necessary to record more than 5)
ISSUES/CONCERNS
Enter the issues/concerns that your team are facing or envisage you will face. You may or may not require assistance from other areas of the Council for these issues/concerns. Limit to your top 5 issues/concerns (unless it is necessary to record more than 5)
ADDITIONAL INFORMATION
Enter any additional information you feel necessary

I.3 Kirklees Council Internal Situation Report

Note: Usually, a member of the Emergency Planning Team would complete this Sitrep from the information from the Sitrep for Kirklees Council Teams.

NAME OF OFFICER COMPLETING SITREP

DATE

TIME

INCIDENT OVERVIEW

TOP PRIORITIES

ISSUES/CONCERNS

ADDITIONAL INFORMATION

I.4 Resilience Direct Agency Report Template and Guidance

This is a RD template and needs to be completed and loaded onto RD when requested.

Usually, members of the Emergency Planning Team will complete this template and load it onto RD.

DESCRIPTION

This report is organised in such a way to assist in the creation of the summary SCG SITREP document. Please complete the details and update specifically prior to the TCG/SCG meetings

AGENCY DETAILS

AGENCY NAME:		REPORT NO:	<i>001</i>
COMPLETED BY:		TIME OF ISSUE	
CONTACT DETAILS:			

AGENCY SITUATION REPORTS TO INCLUDE SUMMARIES OF:

- Direct and wider impacts
- The operational response
- Significant risks, emerging issues
- Assumptions and critical uncertainties
- Forward look
- Other resilience issues arising
- RAG status explanation
- Point of contact and time/date of last update/check of the information

RAG Status	R A G	UPDATE
SITUATION		
RESPONSE		
FORWARD LOOK		

RAG status

- The RAG status is an honest and defensible appraisal of three dimensions of the emergency: a) the situation, b) the response to it, and c) foreseeable developments.
- The three dimensions are separated but are combined into a single indicator, and in the absence of a prescribed method of doing so, the RAG status will reflect the collective judgement of the Agency. This will be reflected on the SCG SITREP.
- There is no merit in ‘talking up’ or taking an unrealistically optimistic view of where things stand and how they are projected to develop.
- The relevant text entry should adequately explain the RAG status given.
- Indicators of the three levels are defined as follows:

RED	<p>SITUATION: The incident is having a strategically significant impact; normal community business has been significantly affected.</p> <p>RESPONSE: The response is at or has exceeded the limits of capacity or capability, and further resources are required.</p> <p>FORWARD LOOK: The situation is expected to either get worse or remain at this level for the short to medium term.</p>
AMBER	<p>SITUATION: The incident is having a moderate impact with issues of strategic concern; normal community business has been affected, but the situation is being effectively managed.</p> <p>RESPONSE: The response is being managed, at this time, within current resources and through the activation of local contingency plans and/or co-ordinated corrective action; mutual aid might be required in the short to medium term.</p> <p>FORWARD LOOK: The situation is not expected to get any worse in the short to medium term although some disruption will continue.</p>
GREEN	<p>SITUATION: There is limited or no strategic impact from the incident; normal community business has largely returned or is continuing.</p> <p>RESPONSE: Ongoing response is being managed locally and within the capacity of pre-planned resources.</p> <p>FORWARD LOOK: The situation is expected to improve with residual disruption being managed.</p>

Reporting provenance and quality

The source/time and assessed quality of information should be clearly and prominently reported.

Where critical uncertainties (i.e. factors that are unknown, but which have the potential to strategically alter the situation if they become known) exist they should be clearly identified, and associated risks set out.

Defining concepts and terms for common understanding

Where common understanding of a concept or term is necessary for shared situational awareness it should be clearly explained.

Common understanding of terms cannot be assumed – terms should be defined.

Where agreed definitions exist, these should normally be adopted and explained (e.g. there is a definition of ‘flood’ in the Water Flood and Water Management Act 2010).

Acronyms and abbreviations should be minimised, and always explained at their first use in every issue of the SITREP.

Examples of content for each of the template sections, including nature and severity of impacts and other details as required. **Note** that this is an indicative list, not a comprehensive checklist to report against:

Key locations (incl. grid reference and/or postcode)	Relevant timings (e.g. timescale to mobilise assets or shut down a facility)
Impact on health and humanitarian assistance Casualties/fatalities / missing persons Public Health / primary and secondary healthcare/welfare Mortuary capacity and operations Humanitarian assistance - Rest Centre and other facilities occupancy Social care	Impact on essential services Electricity, gas, water, telecoms, fuel Sanitation, waste management, sewage Burials/cremations Transport: aviation, maritime, rail, road, bus Postal services Status of reserves or alternative supplies
Economic impact Businesses directly and/or indirectly affected (numbers or range if estimate) Supply chain consequences Impact on workforce Impact on tourism Rural economy: farms, food production sector, etc.	Environmental impact Water or land contamination, air pollution Waste management issues which may be associated with the response Impact on agriculture Food availability/supplies Animal welfare
Impact on communities Private dwellings, public premises/assets Vulnerable people/groups, homecare Evacuation Housing and temporary accommodation Community transport Education Community response; nature and extent Engagement by the voluntary sector	Response and capability issues Specified, implied, essential, and potential tasks Weather: forecast and associated risks Current status of resources/capabilities (dispositions and availability) Mutual aid including military support Key considerations and assumptions Constraints on the operation (e.g. time, resources, sustainment, demand) Contingency planning Capacity of local tier to respond / requests for support from national tier / central government Finance, Bellwin Scheme
Emerging recovery issues Infrastructure and essential services repair and/or reconnection Financial assistance (e.g. business rates or council tax relief) Insurance issues Any bureaucracy or “red tape” challenges Future resilience investment Lessons (to be) identified	Criminal justice issues Public order/crime Prisons and probation Courts Protection of property Community safety/community cohesion Issues

Appendix J: Template Debrief Form

Area	What Went Well	What Did Not Go So Well	Areas for Improvement
Information Sharing			
Risk Assessment			
Policies and Procedures			
Options/Contingencies			
Working Together			
Miscellaneous			

The areas to consider are taken from the Joint Decision Model. Please see below a basic definition:

Area	Definition
Information Sharing	The information you were made aware of prior to and during the event
Risk Assessment	The information received relating to the potential hazards and threats
Policies and Procedures	The usefulness of the plans and procedures for the event (e.g. tactical plan)
Options / Contingencies	The arrangements to deal with unexpected situations (e.g. Plan B)
Working Together	Joint working arrangements
Miscellaneous	Any other areas you want to feedback on

Appendix K: Acronyms

- CBRN - Chemical, Biological, Radiological and Nuclear
- COMAH - Control of Major Accident Hazard
- CRIP - Commonly Recognised Information Picture
- DIM - Duty Incident Manager
- ECC - Emergency Control Centre
- ECCM - Emergency Control Centre Manager
- EPRR - Emergency Preparedness Resilience and Response
- FFRC - Family and Friends Reception Centre
- GIS - Geographic Information System
- GSC - Government Security Classification
- HAC - Humanitarian Assistance Centre
- HART - Hazardous Area Response Team
- HSE - Health and Safety Executive
- ICB - Integrated Care Board
- JDM - Joint Decision Model
- JESIP - Joint Emergency Service Interoperability Programme
- LAESI - Local Authority and Emergency Services Information
- MIP - Major Incident Plan
- MTFA - Marauding Terrorist Firearms Attack
- SCG - Strategic Co-ordinating Group
- SITREP - Situation Report
- SOR - Special Operations Room
- SRC - Survivor Reception Centre
- STAC - Scientific and Technical Advice Cell
- TCG - Tactical Co-ordinating Group
- WYFRS - West Yorkshire Fire and Rescue Service
- WYP - West Yorkshire Police
- WYRF - West Yorkshire Resilience Forum
- YAS - Yorkshire Ambulance Service