Emergency Response and Recovery Plan

July 2017
Associated Documentation

The following plans and documents will provide further information to support responders in planning for and responding to incidents and emergencies:

**Greater Manchester Plans**
- GM Generic Response Plan
- GM Strategic Recovery Guidance
- GM Outbreak Plan
- GM Sheltering Evacuees Plan
- GM Pet Evacuation Plan
- GM Strategic Flood Plan

**Salford City Council Plans**
- Salford Multi Agency Flood Response Plan
- Salford Emergency Welfare Plan
- Salford City Council Emergency Planning and Business Continuity Communications Strategy/Guidance

Plans are available on the Salford Council site of Resilience Direct
## DOCUMENT INFORMATION

<table>
<thead>
<tr>
<th>Document Name</th>
<th>Salford City Council Emergency Response and Recovery Plan</th>
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<tbody>
<tr>
<td>Purpose</td>
<td>To set out and document the Council’s procedures for responding to an incident</td>
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<tr>
<td>Document Location</td>
<td>The document is available electronically on Resilience Direct</td>
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### Version History

<table>
<thead>
<tr>
<th>Version No.</th>
<th>Amendment</th>
<th>Approved By</th>
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<tr>
<td>1</td>
<td>First issue</td>
<td>OCT</td>
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<td>Complete review – draft for consultation</td>
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A resilient community is a strong community, and a prepared Council is a strong Council.

Emergencies are rare occurrences, but should one affect any part of our City we must be prepared, so we are able to support our community to cope and recover.

Local Authorities are key responders, working alongside the Emergency Services and Partner Agencies, to respond to any incident and to help people and businesses affected by the emergency.

We do this by providing our day to day services. But to provide our normal services in such exceptional circumstances requires advance planning.

Our Emergency Response and Recovery Plan for major incidents provides the framework through which we co-ordinate the many diverse services we provide, and deliver an effective, joined up response with our partners. It enables us to work with a wide variety of organisations involved in an emergency response, from the emergency services, to the utility companies, to the voluntary sector and the community.

It is only by working together in partnership, that Salford will be resilient.

Jim Taylor

Chief Executive
1. INTRODUCTION

Aim

This plan sets out the response framework that is in place for Salford City Council to respond to incidents and emergencies in order to meet its responsibilities under the Civil Contingencies Act 2004.

Objectives

- To provide an effective framework for the efficient activation of Salford City Council staff and resources in response to an incident or emergency in the City.
- To provide a clear understanding of the roles and responsibilities of designated responders and Council departments.
- To illustrate how Salford City Council will work within the wider strategic multi-agency response.

Definition of a ‘Major Incident’

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

1. “Emergency responder agency” describes all category one and two responders as defined in the Civil Contingencies Act (2004) and associated guidance.
2. A major incident is beyond the scope of business-as-usual operations, and is likely to involve serious harm, damage, disruption or risk to human life or welfare, essential services, the environment or national security.
3. A major incident may involve a single-agency response, although it is more likely to require a multi-agency response, which may be in the form of multi-agency support to a lead responder.
4. The severity of the consequences associated with a major incident are likely to constrain or complicate the ability of responders to resource and manage the incident, although a major incident is unlikely to affect all responders equally.

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

Key Details of the Plan

The plan details the processes in place to activate and deploy staff and resources in support of any incident or emergency in the City where a response is required from Salford City Council. The plan is designed to work flexibly, allowing the Council’s response to be scaled up or down dependent upon the challenges being faced.

It also sets out the key roles and responsibilities of those officers who may be deployed in response to an incident and provides information for Strategic (Gold), Tactical (Silver) and Operational (Bronze) responders.

The SCC Contacts and Procedures Guide provides a guide to the kind of services the Council could provide during an emergency, whether these services are 24/7 and the relevant contacts.
In delivering a response the Council has identified that its priorities are likely to include:

- Provide welfare support and safety to those affected by an emergency
- Prevent escalation
- Warn and inform the public
- Promote and facilitate self-help in the community
- Protect the environment
- Protect the health and safety of personnel
- Protect property
- Relieve suffering
- Maintain or restore critical services
- Facilitate investigation and enquiries
- Maintain normal services at an appropriate level
- Facilitate the physical, social, economic and psychological recovery of the community
2. THE ACTIVATION PROCESS

Alerting

It is imperative that everyone involved with Salford City Council’s emergency response understands the terminology which they may receive upon activation / and should use in their communications to avoid confusion.

The table below outlines the alert levels which should be used when contacting staff and the actions to take upon receipt of the alert.

<table>
<thead>
<tr>
<th>Alert Message</th>
<th>Action</th>
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<tbody>
<tr>
<td>‘FOR INFORMATION ONLY’</td>
<td>• no immediate action is required</td>
</tr>
<tr>
<td></td>
<td>• be aware that an incident has occurred</td>
</tr>
<tr>
<td></td>
<td>• consider possible future involvement</td>
</tr>
<tr>
<td></td>
<td>• remain available to receive further calls</td>
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<tr>
<td>‘STAND-BY’</td>
<td>• remain available to receive further calls</td>
</tr>
<tr>
<td></td>
<td>• make preparations to act immediately if notified of plan activation</td>
</tr>
<tr>
<td></td>
<td>• alert other members of your service/department as appropriate</td>
</tr>
<tr>
<td>‘ACTIVATION’</td>
<td>• implement the actions detailed within the functional plan</td>
</tr>
<tr>
<td></td>
<td>• call out departmental staff as necessary</td>
</tr>
<tr>
<td></td>
<td>• attend Emergency Control Centre (ECC) (if required)</td>
</tr>
<tr>
<td></td>
<td>• attend scene/s if required</td>
</tr>
<tr>
<td>‘STAND-DOWN’</td>
<td>• cease emergency response preparations or actions</td>
</tr>
<tr>
<td></td>
<td>• alert other members of your organisation as appropriate</td>
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<tr>
<td></td>
<td>• retain all log sheets and other records associated with the emergency</td>
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Emergency Response Rota

A 24/7/365 emergency response rota exists for Forward Incident Officers and Tactical Officers and runs from Wednesday to Wednesday including weekends and Bank Holidays. A rolling cascade system is used for alerting Strategic level officers.
Response Activation

Whether an incident occurs during office hours, at night or over the weekend, if a request for assistance from Salford City Council is made by the emergency services (Police, Fire or Ambulance) they will make first contact with the Council via the Control Room:

Initial activation call to Salford Control Room and FIO activated

FIO assesses the information and takes appropriate action – consulting with TO throughout

FIO deploys to the scene?

Yes

FIO attends scene, assesses situation and feeds back to TO/Control Room

Are functional co-ordinators needed?

Yes

Tactical response is formally activated

FIO co-ordinates all Salford City Council staff at the scene and feeds back to Tactical Officer

Tactical Officer notifies Strategic Officer and advises on activation of additional staff

The ECC may be activated to manage the Council response

TO manages incident and keeps Strategic Officer informed

Is a SCG called?

No

Yes

CCRU may be activated to support Silver and Gold

Strategic response is formally activated and multi-agency Command, Control and Co-ordination arrangements are put in place

* Other service areas can cover additional Council functions such as building control & environmental health

Incident is managed by Tactical Officer

Oversight of incident maintained by Tactical Officer

FIO deals with incident remotely from home or office

FIO deals with incident and keeps TO informed
Salford City Council Activation Procedure

**Category 1 & 2 Responders**
- Call SCC Control Room

**SCC Control Room**
- Activate Forward Incident Officer
- Work with FIO to maintain an incident log
- Obtain METHANE report

**Forward Incident Officer (FIO)**
- Coordinate incident from home or deploy to scene
- Liaise with Tactical Officer
- Activate a Functional Response as required

**Tactical Officer**
- Activate Emergency Response and Recovery Plan
- Deploy another Tactical Officer to TCG if required
- Declare a Major Incident / request mutual aid
- Activate AGMA CCRU

**Strategic Officer**
- Activate Emergency Management Team
- Deploy to GMP Strategic Control

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<table>
<thead>
<tr>
<th>Highways &amp; Engineering</th>
<th>Emergency Transport</th>
<th>Emergency Welfare (Rest centres &amp; supporting people)</th>
<th>Emergency Feeding</th>
<th>Children &amp; Schools</th>
<th>Neighbourhood Services</th>
<th>Communications/Warning &amp; Informing</th>
<th>Alternative Accommodation</th>
<th>Public Health</th>
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Stand-Down Arrangements

Similar to activation it is important the notice to 'stand-down' is clearly understood by staff to alert them of the need to stand-down their response to an emergency.

This might be necessary following an initial ‘standby’ and subsequently ascertaining there is no need for a response. Alternatively this would be necessary for all staff following an ‘Activation’ and when the initial response / consolidation phase to an emergency is coming to an end and we are able to ‘stand-down’ extraordinary emergency response arrangements.

The instruction to stand down the Council's response will come via the SCG (if convened) or via the Forward Incident Officer on scene in conjunction with the Incident Commander (Fire/Police). The Tactical Officer will then direct the functional co-ordinators to begin to scale back or fully stand down officers involved in the response. It may be some plans e.g. Reception Centres, cannot be stood-down as they may have a more on-going involvement however the emergency response arrangements can be scaled back significantly.

De-Briefing (Hot & Structured)

Following an emergency response it is important that debriefing of all staff takes place.

Immediately after an emergency ‘hot debriefs’ can help staff to unload and let go of their immediate involvement. However in the few weeks following an emergency it might be necessary to hold a more thorough ‘structured debrief’ which helps to unpick the main lessons from the response, the areas of good practice and what actions need to be taken to improve future responses.

These more thorough ‘structured debriefs’ should seek to highlight the areas of our emergency plans which need further consideration and development, and also feed in lessons of good practice experienced during the emergency to improve the planning and training process.

Structured debriefs can be conducted on behalf of a single agency or be at the multi-agency level, ideally they should be managed by an independent / neutral person normally not involved in the emergency response. The College of Policing model is the preferred model to use.
3. COMMAND & CONTROL

Managing an Emergency

To manage the response to an emergency the Council operates the same three tier Strategic, Tactical, Operational command and control framework as other emergency responders. The three tiers of this framework refer to the different levels of decision-making that can be activated in response to any emergency incident.

In most cases, the Council’s response should be dealt with at the lowest possible level, escalating to Tactical or Strategic only as necessary and as appropriate to the nature, scale and severity of the incident being dealt with.

The Operational Level (Bronze)

This is the level of command and control where the ‘hands-on’ work is undertaken at the incident scene/s or other locations such as a reception centre.

Salford City Council operates a formal on-call rota of operational level officers to ensure that the Council can deliver a 24/7 response to any incident. These officers can be deployed to the scene to act as the liaison between the Council’s response and any other responding agencies and they are referred to as the Forward Incident Officer (FIO). Other Council staff may also be deployed in response to an incident to deliver a specific service area response such as highways, building control or social care.
For larger or more significant incidents or events the Council’s Emergency Control Centre (ECC) may be activated and it is from here that Functional Co-ordinators will work to deliver an integrated response under the direction of the Council’s Tactical Officer.

In some cases the deployment of the FIO and possibly one or two Functional Co-ordinators will be the extent of the Council’s response. These officers all report back to the Tactical Officer unless the ECC has been activated when the FIO will report to Tactical but all other operational responders will report to their own Functional Co-ordinator in the ECC.

In all cases Tactical Officers should remember to log their actions or consider activating a loggist. Logging guidance is provided at Appendix 2.

**The Tactical Level**

This is the level of command and control where the formulation and delivery of the Council response is managed and led. The Tactical Officer is responsible for maintaining an overview of an emergency, making real-time decisions during the incident and ensuring that any response is delivered within the context of the strategy set by the duty Strategic Officer or the Council’s Emergency Management Team (EMT). Salford City Council operates an on-call Tactical level rota of Assistant Directors.

In most situations where a Council response has been requested, the Tactical Officer will only be required to oversee the response being delivered by the FIO, particularly if the FIO or other council staff have had to deploy to the scene or other locations and will be responsible for their health, safety and welfare. Occasionally, the response may require that the Tactical Officer take a more active involvement, providing overall direction and co-ordination of the staff and resources deployed.

For larger or more significant incidents or events the Tactical Officer may decide to activate the ECC in order to assist in the delivery of the Council’s response. The Tactical Officer will request that appropriate Functional Co-ordinators are activated to attend at the ECC which will act as the Council’s central point from where any response can be managed.

If activated, a second Tactical officer will be tasked to attend any multi-agency Tactical Co-ordinating Group (TCG) that is set up. They will have delegated authority to represent the Council’s interests and will report back to the Council’s Tactical Officer in the ECC.

In all cases Tactical Officers should remember to log their actions or consider activating a loggist. Logging guidance is provided at Appendix 2.

**See Tactical Officer Handbook**

**Functional Co-ordinator**

Each Functional Plan has a number of nominated Functional Co-ordinators who could manage & implement that plan on behalf of Salford City Council. They would be called-out via a cascade basis, if it were necessary to implement that plan or it was anticipated the plan might become necessary.
The Strategic Level

The Strategic Officer will set the overall Council strategic policy, direction and objectives of the response, determining what outcomes are being sought for the Council and identifying the criteria against which success in achieving these will be measured. Salford City Council operates a rolling cascade system of Strategic Officers on call arrangements.

The Emergency Management Team (EMT) will oversee the response but is also tasked with planning for recovery post-incident by considering the impact of the incident and ongoing response over the coming days, weeks and months. However, given the potential level of input required to manage a large scale response, it is likely that the recovery element will be delegated to another strategic level officer.

In the event that a multi-agency Gold-level response is required, a Strategic Co-ordinating Group (SCG) will be established and Salford City Council will delegate a strategic level officer to attend.

In all cases Strategic Officers should remember to log their actions or consider activating a loggist. Logging guidance is provided at Appendix 2.

See Strategic Officer Handbook

Emergency Control Centre

The Emergency Control Centre (ECC) is the facility that can be activated to provide a central point of operation for the Council from where the Tactical Officer can bring together all necessary Functional Co-ordinators in order to more effectively respond to a large or serious incident. More information can be found in the Emergency Control Centre Procedure.

Logging

It is important that every officer involved in responding to an incident records their decisions and the rationale, or reasons, for why they did or did not do something. Where possible, logs should be completed at the time an action is taken or decision made, however, it is understood that maintaining a log during a response can be difficult, especially for those with a very active role.

For Tactical and Strategic Officers this is especially likely to be the case and as such consideration should be given at an early stage to allocating a loggist for these officers. A list of trainedloggists can be found in the emergency contacts list.

Logging guidance is provided at Appendix 2. All officers who could potentially be requested to respond to an incident, and especially those staffing an on-call rota, should use the log sheets provided in the relevant activation/log books.

Support to Tactical and Strategic Officers: AGMA CCRU

In the event of a large or serious incident, and certainly if a Major Incident is declared or the ECC is activated, the AGMA Civil Contingencies and Resilience Unit (CCRU) should be activated via Oldham First Response. The CCRU can provide specialist civil contingencies advice and guidance, supporting Tactical and Strategic Officers across a range of activities including; in the ECC, at multi-agency Tactical (TCG), at the Council’s Emergency Management Team meetings and at Strategic Co-ordinating Group (SCG) meetings.
Mutual Aid

Should the Council find that its own resources are being exceeded or exhausted, Salford City Council can ask for support and additional resources from other Councils in Greater Manchester or elsewhere in the region. This could be in the form of additional equipment or personnel with specialist expertise in areas such as building control, highways or social care.

As the person managing and maintaining an overview of the response it is the Tactical Officer who would be expected to identify the potential need for assistance but it is only the Strategic Officer who can make a formal request for mutual aid. The AGMA CCRU can also provide support in brokering mutual aid.

Managing an Incident in a Multi-Agency Environment

In almost every instance where the Council responds to an incident it will involve working with other agencies such as the emergency services. A multi-agency response requires not just the deployment of resources from several agencies at the same time but the integration and co-ordination of those resources under the overall direction of a single multi-agency Tactical or Strategic Commander, usually the senior Police Officer, who will set the context of the response.

Declaration of a Major Incident

Each organisation should have a process by which incidents can be identified as potential or actual emergencies or major incidents. The threshold at which each organisation declares an emergency or major incident is for each organisation to determine and any responder can declare that they are dealing with an emergency or major incident. If an organisation declares a major incident, it should ensure that other GMRF (Greater Manchester Resilience Forum) members are informed via CCRU. If an incident threatens to overwhelm an organisation’s capacity to respond, that organisation should explore the local arrangements for mutual aid from peers simultaneously with considerations around activation of major emergency arrangements.

If the situation merits formation of a SCG (see below), a request should be made for contact with the duty Assistant Chief Constable (ACC). This officer will be the SCG chair and overall Strategic Commander. They will be responsible for ensuring that all partner agencies are alerted to the declaration of a major incident and that an SCG is being convened. A multi-agency emergency or major incident will be declared by GMP in consultation with affected responders.

Tactical Co-ordinating Group (TCG)

The TCG, or multi-agency Tactical (Silver), is where tactical management of a response is delivered and is attended by Tactical level officers from each responding agency or organisation. The overarching aim of the Tactical Commander is to ensure rapid and effective actions are implemented that save life, minimise harm to people and mitigate the incident. Those responsible for tactical management of the response have the following roles and responsibilities:

- To develop the tactical plan for their agency’s response
- To participate in multi-agency tactical response decisions
- To consider requesting formation of a SCG if appropriate
- To translate the strategic intent of the SCG into the operational response
- To undertake the detailed management of assets
- To liaise between Operational and Strategic response levels
- To ensure that Operational response officers have sufficient resources for the incident
- To participate in ensuring all responders have access to appropriate situational awareness, incident information and incident data
- To ensure that dynamic risk assessments are in place
It is likely that if a TCG has been set up that Salford City Council’s ECC will also have been activated and although the Council Tactical Officer at the TCG will have delegated authority to represent the Council’s interests, they will liaise regularly with the Tactical Officer in the ECC.

If a TCG is called, the Salford City Council Tactical Officer should notify the duty Strategic Officer immediately as this is likely to be a precursor to the setting up of a SCG.

**Strategic Co-ordinating Group (SCG)**

Strategic co-ordination of a multi-agency response is delivered through the Strategic Co-ordinating Group (SCG) (Gold) which will be attended by Strategic level officers from each responding agency or organisation. The Strategic Officer for each organisation is in overall charge of the response for their own agency. They have the following roles and responsibilities:

- To set the strategy for the response (direction)
- To establish coordination mechanisms for the response in conjunction with all other responding organisations
- To approve and support the Tactical plan
- To prioritise scarce resources
- To take an overview of the incident and to identify and plan for medium and longer term impacts, together with potential wider consequences
- To ensure early evaluation of potential consequences and potential impact assessments
- To ensure support structures are commissioned and appropriately resourced such as the Recovery Co-ordinating Group and Scientific & Technical Advice Cell (STAC)
- To attend the SCG and to liaise between the Strategic Co-ordinating Group (SCG) and national structures
- To liaise between SCG and response structures within their organisation

Support from the AGMA CCRU is available for Tactical and Strategic Officers deployed to the TCG or SCG and can be activated via Oldham First Response.

**Central Government Involvement**

The Department for Communities and Local Government (DCLG) Resilience and Emergencies Division North (RED North) is based in Leeds and provides a link between local multi-agency responders and central government. RED North may request significant amounts of information during an incident in order to keep relevant government ministers and departments informed of the situation and to assist in their role of intermediary.

In the event of the establishment of a SCG, contact should be made with RED North to advise them of the situation and to identify what support may be available from DCLG. The SCG will task someone with making contact with DCLG.
4. RESPONSE CONSIDERATIONS

Evacuation and Shelter

The decision to evacuate residents, workers or visitors to the City is a significant one and, excluding potentially vulnerable individuals for whom special arrangements may need to be made, should be considered as a last resort and only if people cannot safely remain in their homes, workplaces or other accommodation – this is known as ‘invacuation’.

For most incidents it is unlikely that any kind of evacuation will be needed and if people are asked to leave premises most tend to ‘self-evacuate’ to friends, relatives or elsewhere. However, in the event of an evacuation whilst support will be available from the emergency services to initially evacuate people from premises, Salford City Council will be the responder primarily responsible for the health, safety and wellbeing of those evacuees who have nowhere else to go and may need to consider opening a reception (or rest) centre.

The evacuation and shelter process can be split into four main elements for each of which there are a number of key considerations:

- What message do you want to give and to whom? Ensure consistency across agencies.
- How do you do this, social media, local media or knocking on doors?
- Do you need a ‘figurehead’ to lead your messaging campaign?
- How do you keep people informed as the situation develops?
- How many evacuees are there and are any vulnerable?
- Do you need transport – how many vehicles and which operators?
- Agree a rendezvous point for vehicles to pick up evacuees.
- Who is co-ordinating the LA part of the evacuation at the scene?
- Do you need to provide shelter?
- Short term – is a reception centre needed and what staffing, food and resourcing implications are there?
- Longer term – temporary or permanent rehousing?
- What about pets?
- Can other agencies help with these?
- What transport is needed to get people back home?
- Are there any vulnerable people who will need follow-up support once they get home?
- Are there any post incident community issues that will need to be dealt with?
In most cases where the Council has to activate a reception centre it will be a basic reception centre, intended to provide a place of safety for evacuees. However, the SCC Emergency Welfare (Reception Centre) Plan also provides information on a number of other reception centres that could be activated following an incident including those listed below:

**Survivor Reception Centre (SRC)**

This is a place to where people involved in or affected by an incident, with minor or no physical injuries, will be taken for shelter, treatment and registration in the immediate aftermath of an incident. It is established to provide first aid and emotional support and to enable the collection of survivor details. It is initially managed by the Police with support from the Council and other appropriate agencies. A SRC should be set up in a secure location away from any other Reception Centre but be staffed in the same way.

**Friends and Relatives Reception Centre (FRC)**

This is a safe and secure location to where people who believe that their friends or relatives have been involved in a serious incident can be directed for further information. Historical evidence shows that people will travel to the scene or vicinity of a serious incident if they believe that friends or relatives are involved. It is managed by the Police, who may need to interview or gather information from attendees, and is supported by the Council. A FRC should be set up in a secure location away from any other Reception Centre and be staffed in the same way.

**Humanitarian Assistance Centre (HAC)**

A HAC is a place where anyone affected by a major incident can attend and the aim should be to establish it within 24 - 48 hours of a major incident occurring. Once activated a HAC can run for many weeks or months and is managed by the Council with support from a wide variety of other agencies.

The HAC is a kind of ‘one stop shop’ providing humanitarian, emotional and spiritual support but also drawing together representatives from a variety of agencies who can assist people to access and navigate mainstream services such as welfare benefits, housing and counselling services along with help with formal claims or notification processes.

**Reception Centre List**

A full list of suitable reception centres is maintained by the Civil Contingencies Chief Officer with a copy held in the emergency control centre (ECC).

**Business Continuity**

The response to any incident could impact upon the Council’s ability to continue to deliver normal day to day services as staff and resources are redirected to support the Council’s response. This impact will be correspondingly greater the larger the incident and the longer the response lasts and could begin to impact on the delivery of critical services.

It is therefore essential that when dealing with a large scale, significant or major incident, the Strategic Emergency Management Team’s considerations include both the effects of the incident on the local community and the effects of the response on the Council’s ability to deliver, at best, business as usual and, at worst, critical services.

**Press and Media**

During an emergency the public will initially turn to the media for information about what is happening. Therefore it is vital that the media receive factual, timely, coordinated and consistent information from all agencies involved in the emergency response. Further information can be found
in the Salford City Council Emergency Planning and Business Continuity Communications Strategy/Guidance (Functional Plan).

A Media Cell will need to be set up by the SCG in the event of a major incident. It will be drawn from media specialists from category 1 and 2 responders, with external media partners invited at the discretion of the nominated Media Cell Chair. GMP will provide the initial Media Cell Chair.
5. RECOVERY

‘Recovery’ is a process comprising of the physical recovery of infrastructure affected by the emergency, as well as restoration of the emotional, social, economic and physical well-being of the affected community, this ‘Community Recovery’ is a complex social and developmental process which must be carefully planned.

The recovery phase of an emergency should be seen as part of the overall response and should be integrated into the multi-agency management of the emergency. In some cases the recovery phase could take months or even years to complete given the complex nature of the effects of an emergency on a community.

Principles of Recovery

The purpose of Recovery is to assist the affected community towards management of its own recovery; there are a number of principles which should be considered when initiating this process:

- It should be a supporting & enabling process allowing the affected community access to information, specialist services and resources
- It should recognise the complex, dynamic and protracted nature of recovery and the changing needs of the community over time
- It should involve and encourage the active participation of the affected community
- Agencies involved in human welfare should have a principle role in the decision-making as this may influence the wellbeing & recovery of the affected community
- The recovery process should begin at the start of the emergency and the RCG should be established on day one

Recovery Co-ordinating Group (RCG)

The Recovery Co-ordinating Group (RCG) is a Strategic Level Group which will sit in parallel with the Strategic Co-ordinating Group (SCG), their main purpose is to agree the strategic way forward for the recovery phase, and lead the decision-making process through establishing & co-ordinating the actions of the various sub-groups.

The group will consist of a number of sub-groups which will lead on various aspect of the recovery. Core sub-groups should include:

- Health & Welfare
- Environmental / Infrastructure
- Business / Economic
- Community Recovery

Other sub-groups may also be necessary depending on the circumstances and scale of the emergency, these may include:

- Communications & Media
- Finance
- Scientific & Technical Advisory Cell (STAC)

Terms of Reference and issues to consider for each of these groups is outlined in greater detail in the Greater Manchester Strategic Recovery Guidance along with further information on managing the recovery.
Appendices

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APPENDIX 1 - CONTROL ROOM OFFICER AIDE MEMOIRE

RECEIVING A CALL

The Control Room will be the first point of contact in the Council for the emergency services (Police, Fire or Ambulance) if they are advising SCC of an incident or emergency. In most cases the call will fall into one of three categories:

A. Information about an incident is being passed to the Council for information only. There is no requirement for assistance from the SCC at this time
B. Information about an incident is being passed to the Council as a ‘heads up’ because there is a possibility / probability that assistance from SCC may be requested
C. Notification of an incident is passed to the Council and a request made for immediate assistance

INITIAL ACTIONS

1. Take as much information as you can from the caller. This information will form the basis for how the Council responds. Use the METHANE model:

   M – Major Incident declared?
   E – Exact location
   T – Type of incident
   H – Hazards present or suspected
   A – Access – routes that are safe
   N – Number, type and severity of casualties
   E – Emergency services present and those required

2. Ring the duty Forward Incident Officer (FIO) and provide them with all the information you have recorded overleaf from the caller.
3. If the duty FIO does not respond immediately, a message should be left on their voicemail and an appropriate period of time allowed for them to call back – 30 minutes for point A above, 15 minutes for point B and 5 minutes for point C.
4. If the duty FIO does not call back within an appropriate length of time you should ring the duty Tactical officer, inform them that you have been unable to contact the duty FIO and pass the details of the incident to them.
5. Using the template at Appendix 2, start to keep a log of the incident. The Control Room should keep a record of which SCC officers have deployed, to the incident scene or anywhere else, in support of the Council’s response and this record will help with that.

FOLLOW-UP ACTIONS

1. Although the FIO and Tactical officers will speak with each other and any additional responders who may be activated, in the event that additional SCC staff from service areas are needed to support a response it is likely that the FIO and/or Tactical will request that the Control Room co-ordinate the information cascade and any on-going communications between officers deployed in support of the response.
2. The Control Room may also be the first point of contact for senior managers, Elected Members and any partner agencies involved in the response that are seeking information or updates.
APPENDIX 2 – INCIDENT LOGGING

When to Complete a Log

Each time you take a call to do with an emergency you should keep a log, written at the time or as soon as possible afterwards. You only need to detail any contacts and conversations you have and any actions taken – the log is not a list of everything that you do during an incident. The template overleaf has been created for you to use as a log with guidance below on what to write in each section.

It is important that every officer involved in responding to an incident records their decisions and the rationale, or reasons, for why they did or did not do something. Where possible, logs should be completed at the time an action is taken or decision made, however, it is understood that maintaining a log during a response can be difficult, especially for those with a very active role.

What to Write on a Log

**Time** - The timings of each entry need to be recorded to show when each contact or action took place. Make sure timings are made using the 24 hour clock format and taken from the same source (clock, mobile, computer) for the whole log as different sources could have different times.

**From and To** - It is good practice to state the name, contact number and, if not Salford City Council staff, the organisation for each person you deal with the first time their name appears on the log. After this just their name will be fine.

**Information Given** – This is a brief record of any information given to or by you. This could include situation reports or updates, instructions received or given, requests for help or information or simply a record of action taken by you.

**Action Taken** - The number of potential actions that could be taken during the response to an incident is huge, ranging from whether to make a telephone call to initiating the deployment of personnel or resources. Whatever the action it should be noted in the log.

**Rationale** - This section should explain the reasons behind why a decision was made to take or not take a particular action.

**Additional Log Documentation** - In some cases the first actions to be taken in response to an incident may occur before you have had a chance to start a log. In these cases it is good practice to include any additional paperwork (or photocopies) where notes have been made, even if it is the back of an old envelope or similar, as part of the whole record of the event.

At the end of any incident or response please ensure your log is returned to Civil Contingencies Chief Officer

Logging Good Practice

- All entries on a log should be in permanent black ink
- Writing should be legible
- All entries should be within any lines marked on the sheet
- Only write down facts and do not make assumptions
- Any mistakes should be crossed through with a single line and initialled – there should be no erasures or completely scribbled out entries

- There are a number of things that should be done to comply with logging best practice when handwriting a log:-
- Do not overwrite an entry – mistakes or corrections should be noted in the log at the time they were identified and referenced to the original entry
- After the final entry in a log the remaining blank space should be crossed through with a diagonal line and initialled by the logger

Hard-copies of the template overleaf should be held in the Community Safety Team for use by duty officers and as part of their response kit by FIOs, Tactical and Strategic Officers.
### APPENDIX 3 – THE FIO (BRONZE) OFFICER AIDE MEMOIRE

#### OPERATIONAL / BRONZE

When first contacted, the Control Room duty officer will take information about the incident plus contact details for the informant and/or the senior emergency services officer at the scene. This information will be passed to the duty FIO who should contact the senior emergency services officer for an update on the situation. There are three possible reasons for the Council to be notified of an incident:

**For Information Only:** The Council has been notified for information only and no request for help has been made at this time

- If this is the case it is because the emergency services see no need for any support from the Council and it is *probable* that no further action is required. The FIO may choose to do nothing or provide a text or e-mail update to the Tactical (especially if out of hours) but should update the Tactical Officer the next working day. The Tactical Officer should be informed if the incident is potentially newsworthy or locally sensitive

- Based upon the information received, the FIO may still choose to attend the scene (and if so inform Silver and the Control Room) or, after consultation with the Tactical Officer, place on standby or activate a Council response. This could involve the informing or deploying of service area Bronze responders, such as Highways or Building Control

**A Heads-Up:** The Council has been notified as a heads-up and there is a likelihood that assistance could be requested shortly

- The FIO should immediately call and advise the Tactical Officer of the incident. Deployment of the FIO to the scene may be useful to get eyes and ears on the ground. If the FIO does deploy they should inform the Control Room of the decision to do so and again when they arrive on scene or stand down / go home

- Service area functional officers are likely to be placed on standby but could be deployed in advance of any anticipated request from the emergency services

**Immediate Assistance Required:** A request for immediate help has been made

- The FIO should immediately call and advise the Tactical Officer of the incident and then deploy to the scene. It is probable that, via the Control Room, the Tactical Officer will begin to deploy relevant service area responders at this time to support the wider response. All officers deployed in response to an incident should inform the control Room of the decision to do so and again when they arrive on scene

- The FIO will liaise with the emergency services or other responders at the scene, co-ordinate the activities of all Council staff deployed to the incident scene and provide on-going feedback and recommendations to the Tactical Officer

- Service area responders deployed to the scene will liaise with the FIO and work under the direction of the Tactical Officer

All functional officers should keep a log of their actions and decisions. Guidance is available at Appendix 3
APPENDIX 4 – THE TACTICAL (SILVER) OFFICER AIDE MEMOIRE

**TACTICAL / SILVER**

For most incidents there will be no requirement for the Tactical Officer to be involved beyond being made aware of an ongoing situation or maintaining oversight if the FIO or other responders are deployed. From the three possible reasons for the Council to be notified of an incident, the Tactical actions are:

**For Information Only:** The Council has been notified for information only and no request for help has been made at this time

- Unless the FIO feels that they need to visit the scene to see what is going on the Tactical will not become involved. If the FIO chooses to deploy to the scene they will inform the Tactical Officer
- If the incident is potentially newsworthy or locally sensitive the FIO will inform the Tactical Officer so that they are aware and can assess whether the Strategic Officer needs to be advised for information

**A Heads-Up:** The Council has been notified as a heads-up and there is a likelihood that assistance could be requested shortly

- The FIO will advise the Tactical Officer of the incident and any action taken. The Tactical Officer will consider deploying the FIO to the scene to liaise with the emergency services and provide regular feedback on the scale, nature and severity of the incident and the effects of any response already deployed. A log should be maintained of all actions and their rationale
- Based upon the information provided by the FIO, the Tactical Officer should consider if any additional personnel or facilities resources need to be placed on standby or deployed. This may include activation of non-Council responses such as a reception centre, voluntary agencies personnel or transport provision through commercial operators

**Immediate Assistance Required:** A request for immediate help has been made

- The FIO will immediately call and advise the Tactical Officer of the incident and then deploy to the scene. They will provide on-going updates and feedback from the scene and make recommendations based upon what they observe
- Based upon the initial information from the FIO, the Tactical Officer should activate and/or deploy relevant service area responders and consider whether additional responders need to be activated, placed on standby or a rota considered to cover a longer response period
- The Tactical Officer will manage all Council officers deployed in response to the incident, co-ordinating the Council response and integrating this with partner responders. Consideration will be given on an on-going basis to whether the incident requires, or has escalated to the point where, the ECC needs to be activated
- The Tactical Officer should consider on an on-going basis what information and updates need to be passed to Gold and whether Gold needs to be formally activated
- Contact the AGMA CCRU for advice
- The Tactical Officer decisions and actions should be logged (see Appendix 3)
For most incidents there will be no requirement for the Strategic Officer to be involved at all. From the three possible reasons for the Council to be notified of an incident, the Strategic actions are:

**For Information Only:** The Council has been notified for information only and no request for help has been made at this time

- Unless the incident is something which may be newsworthy or locally sensitive it is unlikely that the Strategic Officer will be advised of the situation or even updated the next working day
- Even if no Council response has been required, the Strategic Officer may want to consider what, if any, action may need to be taken to deal with any media coverage of the incident or to provide comment on or support for any local community action taken following the incident

**A Heads-Up:** The Council has been notified as a heads-up and there is a likelihood that assistance could be requested shortly

- Again, unless the incident is something which may be newsworthy or locally sensitive it is still unlikely that the Strategic Officer will be advised of the situation or updated until at least the next working day
- If resources have been placed on standby the Strategic Officer may be advised of the situation by the Tactical Officer for information only, which may be via text or e-mail if out of hours

**Immediate Assistance Required:** A request for immediate help has been made

- In most cases where a Council response is deployed there will be no requirement for the Strategic Officer to be involved. the Tactical Officer will advise the Strategic Officer of any activation or deployment of staff or resources, calling during office hours but via text or e-mail out of hours unless the incident is high profile, newsworthy or locally sensitive
- the Tactical Officer will update the Strategic Officer at appropriate intervals during a response depending upon the scale and speed of the incident and response, highlighting any issues specific to the Strategic role
- In the event that the ECC is activated it is possible that the Strategic Officer may still only need to maintain oversight of the response and not become significantly involved. the Tactical Officer will continue to provide regular updates and should activate the AGMA CCRU for support
- For large-scale, significant or declared Major Incidents the Tactical Officer will activate the Strategic Officer to provide the strategic overview for the response. In such cases the Strategic Officer should contact the AGMA CCRU for advice and support.
- For incidents of this scale SCC will form an Emergency Management Team (EMT), chaired by a Strategic level officer, which will oversee the whole Council response and which will agree the Gold strategy that the Tactical Officer will use to form their response to the incident. A log should be maintained of all actions and their rationale
- A Strategic Officer may also need to attend a Strategic Co-ordinating Group (SCG) which is the multi-agency equivalent of the EMT and will consider input from all partner agencies involved in the response
- Depending upon the effects of the incident there may also be a Recovery Co-ordinating Group (RCG) established to deal with all elements of recovering from the effects of the incident. This will be chaired by a Strategic level local authority officer
APPENDIX 6 – DRAFT GOLD STRATEGY

STRATEGIC RESPONSIBILITIES

- To set the strategy for the response (direction)
- To approve and support the tactical plan
- To take an overview of the incident and to identify and plan for medium and longer term impacts, together with potential wider consequences
- To ensure support structures are commissioned and appropriately resourced such as the Recovery Co-ordinating Group and Scientific & Technical Advice Cell (STAC)
- To liaise between SCG and response structures within their organisation
- To establish coordination mechanisms for the response in conjunction with other responding organisations
- To prioritise scarce resources
- To ensure early evaluation of potential consequences and potential impact assessments
- To attend the SCG and to liaise between the Strategic Co-ordinating Group (SCG) and national structures

DRAFT GOLD STRATEGY

Primary objectives for responding agencies in respect of an emergency or major incident may include:

- Saving and preserving human life
- Relieving suffering
- Containing the scale and nature of the incident, limiting its escalation and spread
- Providing the public and businesses with clear, accurate and timely warnings, information and advice
- Identifying and supporting vulnerable people
- Protecting the health and safety of responding personnel
- Safeguarding the environment
- As far as is reasonably practicable protecting property
- Maintaining or restoring critical services
- Maintaining normal services at an appropriate level
- Maintaining public order and upholding the rule of law
- Understanding business continuity arrangements
- Promoting and facilitating self-help within the community
- Facilitating investigations and inquiries (by scene preservation, record keeping)
- Facilitating a return to ‘business as usual’ as soon as reasonable practicable
- Facilitating the recovery of the community (including humanitarian assistance, economic infrastructure and environmental impacts)
- Evaluating the response and recovery effort

However, it is for the SCG to establish and prioritise the specific strategic objectives to provide strategic direction for the particular emergency response.

The SCG may wish to draw up and document a list of potential consequences, risks and threats to inform Gold Strategy.
APPENDIX 7 – EMERGENCY CONTROL CENTRE

The Emergency Control Centre (ECC) is the facility that can be activated to provide a central point of operation for the Council. The Tactical Officer can bring together all of the necessary service area representatives to ensure an effective response to a large or serious incident.

Activation Procedures

The decision to activate the ECC should come from the Tactical Officer, they should:

- Contact the Control Room and advise them of the activation
- Initiate contact with all relevant Functional Officers and advise them that they are required to attend the ECC
## APPENDIX 8 – DRAFT RECOVERY PLAN

<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsibility</th>
<th>Key tasks</th>
<th>Update</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Response co-ordination</strong></td>
<td></td>
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<tr>
<td>Council response Co-ordination</td>
<td>Lead Strategic Officer, supported by Tactical Lead</td>
<td>1. Daily liaison meetings for senior council staff&lt;br&gt;2. Ensure linkages into Police Strategic Group&lt;br&gt;3. Communication oversight&lt;br&gt;4. agree presence at onsite command and control unit&lt;br&gt;5. Liaison with partners</td>
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<tr>
<td>Transition to recovery phase</td>
<td>Strategic/Tactical lead</td>
<td>1. Establish Council led Multi-Agency Recovery Group to agree and oversee Recovery Strategy&lt;br&gt;2. Ensure smooth transition from response to recovery phase&lt;br&gt;3. Establish themed sub-groups as required</td>
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<tr>
<td>Undertake debrief / review of Partnership response</td>
<td>Facilitated by AGMA CCRU</td>
<td>1. Review with partners of what has worked and lessons for the future</td>
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<tr>
<td><strong>Building Control</strong></td>
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<tr>
<td>Property inspection</td>
<td>Building Control Bronze Officer</td>
<td>1. Develop property inspection plan&lt;br&gt;2. Communicate plan to key stakeholders&lt;br&gt;3. On-site liaison with Police, Fire service, utilities and demolition contractors&lt;br&gt;4. Update Silver control every two hours on progress to enable communications with residents about progress&lt;br&gt;5. Links to highways re: road closures&lt;br&gt;6. Update information team on progress with individual properties</td>
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<tr>
<td>Site safety and security</td>
<td>Security</td>
<td>1. Liaison with Police, Fire Service and utilities&lt;br&gt;2. Engage and manage security team (if required)&lt;br&gt;3. Work with contractors to co-ordinate boarding up / securing properties / essential repairs&lt;br&gt;4. Develop process to record when people return to their properties and to collect positions.&lt;br&gt;5. Link with street cleansing to clear debris from streets</td>
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<tr>
<td><strong>Welfare and health</strong></td>
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<tr>
<td>Activity</td>
<td>Responsibility</td>
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</table>
| Rest centre management         | Emergency Welfare Functional Coordinator | 1. Manage the rest centre, staff and volunteers and co-ordinate services provided  
2. Manage decommissioning of Rest Centre and transition to scaled down arrangements (Information Centres etc) |        |        |
| Advice and support on housing options | Alternative Accommodation Functional Lead | 1. Work with housing to assess residents’ needs for temporary, semi-permanent and permanent housing  
2. Provide housing advice and support for private rented tenants  
3. Process resident applications for social housing  
4. Liaison with Salix, City West, Pendleton and other providers |        |        |
| Develop medium-term accommodation plan | Alternative Accommodation Functional Lead | 1. As situation in relation to properties becomes clearer, develop a plan for residents needing rehousing offering a range of appropriate support options |        |        |
| Donation co-ordination         | Emergency Welfare Functional Coordinator | 1. Decide if requesting specific donations or financial donations only  
2. Consider activation the GM Disaster Relief Fund or Mayor's Emergency Fund  
3. Manage offers of assistance  
4. Identify and source requirements which have not been offered  
5. Manage “stock” of donations  
6. Establish arrangements for disposing of surplus donations |        |        |
| Key control                    | Business Support Functional lead        | 1. Manage arrangements for residents providing keys to premises.  
2. Ensure security of keys  
3. Maintain records  
4. Co-ordinate with on-site staff requiring access to keys |        |        |
<table>
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<tr>
<th>Activity</th>
<th>Responsibility</th>
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<th>Update</th>
<th>Status</th>
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<tbody>
<tr>
<td>Pet recovery</td>
<td>Pets and Pet Rescue Lead Officer</td>
<td>1. Work with Police, Fire Service and RSPCA to enable recovery of pets from properties where it is safe to do so</td>
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<tr>
<td>Emergency loans</td>
<td>Appeals and Donations Bronze Lead</td>
<td>1. Organise provision of emergency cash advances to residents in need</td>
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<tr>
<td>Mental health support</td>
<td>Health Functional Lead Officer</td>
<td>1. Provide staff who can offer support and sympathy, and facilitate referrals to specialist services if needed</td>
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<td></td>
<td></td>
<td>2. Co-ordinate with support from other providers – Pennine Care, Victim Support etc</td>
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<tr>
<td>Access to health care</td>
<td>Health Functional Lead Officer</td>
<td>1. Ensure continuing access to GPs, pharmacies and other health services for displaced residents</td>
<td></td>
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<tr>
<td>Property and residents database</td>
<td></td>
<td>1. Maintain up-to-date database of the status of affected properties, contact and other relevant details of residents</td>
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<td>2. Link with relevant teams to update database</td>
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<td>3. Provide information on progress in relation to properties to support communication with residents</td>
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<td>4. Provide information to partner agencies needing to contact residents in relation to their support needs</td>
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<tr>
<td>Insurance advice</td>
<td></td>
<td>1. Assist residents in accessing advice about insurance issues</td>
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<tr>
<td>Welfare benefits and other advice</td>
<td></td>
<td>1. Provide advisers who can offer advice to residents on benefits and other issues affecting them</td>
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<tr>
<td>Education</td>
<td></td>
<td>1. Link with schools to identify any issues</td>
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<td></td>
<td></td>
<td>2. Ensure support to minimise disruption to children’s education</td>
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<tr>
<td>Community recovery</td>
<td>Community Safety Functional Lead</td>
<td>1. Maintain Community Impact Assessment</td>
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<tr>
<td></td>
<td></td>
<td>2. Collate intelligence from partners relating to any community impact / tensions</td>
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<tr>
<td>Activity</td>
<td>Responsibility</td>
<td>Key tasks</td>
<td>Update</td>
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<tr>
<td>Provide opportunities for residents to get involved</td>
<td>Neighbourhood Managers</td>
<td>3. Briefing of community contacts / partners on community impact  4. Implement response to any emerging tensions</td>
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<tr>
<td>Longer term regeneration</td>
<td>Tactical Lead</td>
<td>1. Develop plan for longer term regeneration of the area once demolition completed / damage remedied</td>
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</tbody>
</table>

**Business and economic recovery**

| Support the local economy / local businesses | Business and Economy Silver Lead | 1. Seek the views of local businesses to assess the impact upon them  2. Identify ways of supporting businesses which have suffered an adverse impact. | | |

**Communications**

<p>| Communications Strategy | Communications Functional Lead Officer | 1. Work with senior leaders and partners to develop the Council’s key messages and ensure these are consistent  2. Implement plan for delivering key messages  3. Ensure that the public and partners are kept fully informed  4. Oversee the approach to communication across the Council to ensure co-ordination and consistency | | |
| Monitor media coverage and respond to any concerns | Communications Functional Lead Officer | 1. Media monitoring and responding if required | | |
| Member briefing | Communications Functional Lead Officer | 1. Ensure members are kept well informed | | |
| Telephone help line | Business Support Lead Officer | 1. Provide the dedicated telephone help line (XXXXX) linked to the Contact Centre  2. Liaise with other teams to ensure information provided is up-to-date and ensure staff are aware of what is available and how it can be accessed | | |</p>
<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsibility</th>
<th>Key tasks</th>
<th>Update</th>
<th>Status</th>
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</thead>
<tbody>
<tr>
<td><strong>Finance</strong></td>
<td></td>
<td>1. Develop and implement approach to recording costs incurred and approach to recovery</td>
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<td></td>
<td></td>
<td>2. Liaise with partners on cost recovery</td>
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<td></td>
<td></td>
<td>3. Submit application to national Bellwin scheme to recover costs</td>
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<tr>
<td>Financial management</td>
<td>Finance Functional Lead</td>
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<tr>
<td>Establish and manage disaster fund</td>
<td>Finance Functional Lead.</td>
<td>1. Develop fund (consider GM Disaster Relief Fund and Mayor’s Emergency Fund)</td>
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<td>2. Provide arrangements for contributions</td>
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<td>3. Establish criteria for use of fund and decision making on this</td>
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<td></td>
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<td>4. Manage allocation of fund</td>
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</table>
## APPENDIX 9 – GLOSSARY OF TERMS

<table>
<thead>
<tr>
<th>ABBREVIATION</th>
<th>TERM</th>
<th>EXPLANATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACPO</td>
<td>Association of Chief Police Officers (of England, Wales and Northern Ireland)</td>
<td>ACPO is the professional body of chief police officers. Its core activity is developing policing policy.</td>
</tr>
<tr>
<td>AGMA CCRU</td>
<td>Association of Greater Manchester – Civil Contingencies and Resilience Unit</td>
<td>This team provides civil contingencies support and guidance to local authority Tactical and Strategic Officers prior to, during and post incident</td>
</tr>
<tr>
<td>BIA</td>
<td>Business Impact Analysis</td>
<td>A method of assessing the impacts on business functions that might result from an incident and the levels of resources and the time required for recovery</td>
</tr>
<tr>
<td>BELLWIN SCHEME</td>
<td>Bellwin</td>
<td>Discretionary scheme for providing central government financial assistance in exceptional circumstances to affected local authorities in the event of a major emergency (covers response phase only)</td>
</tr>
<tr>
<td>BTP</td>
<td>British Transport Police</td>
<td>National Police service for railways in Great Britain</td>
</tr>
<tr>
<td>BRONZE</td>
<td>Bronze</td>
<td>The Operational level of response, usually at the site of an emergency</td>
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<tr>
<td>BCM</td>
<td>Business Continuity Management</td>
<td>Holistic management process that identifies potential threats to an organisation and the impacts to the business operations that those threats, if realised, might cause, and which provides a framework for building organisational resilience with the capability for an effective response.</td>
</tr>
<tr>
<td>BCP</td>
<td>Business Continuity Plan</td>
<td>Documented collection of procedures and information developed, compiled and maintained in readiness for use in an incident to enable an organisation to continue to deliver its critical activities at an acceptable pre-defined level</td>
</tr>
<tr>
<td>BRC</td>
<td>British Red Cross</td>
<td>An organisation that helps people in a crisis. It is part of a global voluntary network that responds to conflicts, natural disasters and individual emergencies and then helps people to recover and move on with their lives. The Red Cross often works with local authorities and can be called upon to support the delivery of any major response.</td>
</tr>
<tr>
<td>C2</td>
<td>Command and Control</td>
<td>An information system used within a military organisation also used to explain the strategic, tactical and operational response levels</td>
</tr>
<tr>
<td>Cat 1</td>
<td>Category 1 responder</td>
<td>A person or body listed in Part 1 of Schedule 1 to the Civil Contingencies Act. These bodies are likely to be at the core of the response to most emergencies. As such, they are subject to the full range of civil protection duties in the Act</td>
</tr>
<tr>
<td>Cat 2</td>
<td>Category 2 responder</td>
<td>A person or body listed in Part 3 of Schedule 1 to the Civil Contingencies Act. These are the co-operating responders who are less likely to be involved in the heart of multi-agency planning work but will be heavily involved in preparing for incidents affecting their sectors. The Act requires them to co-operate and share information with other Category 1 and 2 responders</td>
</tr>
<tr>
<td>CB</td>
<td>Casualty Bureau</td>
<td>Initial point of contact and information, maintained by the police, for all data relating to casualties. Information collected by staff at reception centres could be used to provide the casualty bureau with data on persons involved, or believed to be involved, in an incident.</td>
</tr>
<tr>
<td>CBRN(e)</td>
<td>Chemical, Biological, Radiological Nuclear (Explosives)</td>
<td>Dangerous substances synonymous with terrorist activity</td>
</tr>
<tr>
<td>CCA</td>
<td>Civil Contingencies Act 2004</td>
<td>The Civil Contingencies Act established a single framework for civil protection in the United Kingdom and created Category 1 and 2 Responders</td>
</tr>
<tr>
<td>CCS</td>
<td>Civil Contingencies Secretariat</td>
<td>Set up to improve the resilience of Central Government and the UK</td>
</tr>
<tr>
<td>COBR (A)</td>
<td>Cabinet Office Briefing Room (A)</td>
<td>Situated in Whitehall, it determines Government policy and strategy in relation to an emergency and formulates and co-ordinates the Government response. It can also arrange for specialist assistance to the Police.</td>
</tr>
<tr>
<td>CRR</td>
<td>Community Risk Register</td>
<td>A register communicating the assessment of risks within a Local Resilience Area which is developed and published by a Local Resilience Forum as a basis for informing local communities and directing civil protection work streams</td>
</tr>
<tr>
<td>COMAH</td>
<td>Control of Major Accident Hazards</td>
<td>1999 Regulations. Applies mainly to the chemical industry, but also to some storage activities, explosives and nuclear sites, and other industries where threshold quantities of dangerous substances identified in the Regulations are kept or used.</td>
</tr>
<tr>
<td>CNI</td>
<td>Critical National Infrastructure</td>
<td>Consists of those parts of the UK’s infrastructure for which continuity is so important to national life that loss, significant interruption, or degradation of service would have consequences with the following characteristics: life-threatening, serious economic, grave social consequences for the community and immediate concern to the Government</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
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</tr>
<tr>
<td>CTU</td>
<td>Counter Terrorism Unit</td>
<td></td>
</tr>
<tr>
<td>CTSA</td>
<td>Counter Terrorism Security Advisor</td>
<td></td>
</tr>
<tr>
<td>DCLG-RED</td>
<td>Department for communities and Local Government - Resilience and Emergencies Division</td>
<td></td>
</tr>
<tr>
<td>DEFRA</td>
<td>Department of Environment, Food and Rural Affairs</td>
<td></td>
</tr>
<tr>
<td>ECC</td>
<td>Emergency Control Centre</td>
<td></td>
</tr>
<tr>
<td>EM</td>
<td>Emergency Mortuary</td>
<td></td>
</tr>
<tr>
<td>EMT</td>
<td>Emergency Management Team</td>
<td></td>
</tr>
<tr>
<td>EP</td>
<td>Emergency Planning</td>
<td></td>
</tr>
<tr>
<td>ETA</td>
<td>Estimated time of arrival</td>
<td></td>
</tr>
<tr>
<td>EAP</td>
<td>Evacuation Assembly Point</td>
<td></td>
</tr>
<tr>
<td>FIO</td>
<td>Forward Incident Officer</td>
<td></td>
</tr>
<tr>
<td>FLO</td>
<td>Family Liaison Officer</td>
<td></td>
</tr>
<tr>
<td>FRC</td>
<td>Friends and Relatives Reception Centre</td>
<td></td>
</tr>
<tr>
<td>GIS</td>
<td>Geographical Information Systems</td>
<td></td>
</tr>
<tr>
<td>GDS</td>
<td>Government Decontamination Service</td>
<td></td>
</tr>
</tbody>
</table>

CTU: A branch of the Police dealing with PREVENT and PROTECT and PREPARE strategies

CTSA: Each GM local authority has a CTSA assigned to them to work on local issues

DCLG-RED: Link between multi-agency responders and central government

DEFRA: Government department for policy and regulations on environmental, food and rural affairs

ECC: Location from where a local authority response will be managed under the direction of a Tactical Officer

EM: The deployment of a demountable structure for dealing with an emergency involving mass fatalities (including body storage, post-mortem facilities, family viewing facilities and associated utilities)

EMT: This is the internal Council Strategic group, responsible for agreeing the Council’s overall strategy for responding to an incident. It is the Council’s equivalent to the multi-agency strategic group of SCG.

EP: Aspect of Integrated Emergency Management concerned with developing and maintaining procedures to prevent emergencies and to mitigate the impact when they occur

ETA: Used by responders to indicate response time

EAP: Building area on the periphery of an area affected by an emergency, to which evacuees are directed to await transfer to a reception centre.

FIO: First responder for the Council in an emergency

FLO: A Police Officer allocated responsibility for one or more families of the deceased

FRC: Reception centre established to cater for the family and friends of people involved in, or thought to be involved in an incident. The decision to open a FRC is made by the Police whose Bronze Commander will normally be in command of the operation of the centre. However, it is Salford’s social car staff under the management of the Reception Centre Manager who will deliver the humanitarian assistance response in the centre.

GIS: Computer based system that supports the capture, management, analysis and modelling og geographically referenced data.

GDS: DEFRA agency responsible for developing guidance for responsible authorities on...
<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
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</thead>
<tbody>
<tr>
<td>GMFRS</td>
<td>Greater Manchester Fire and Rescue Service</td>
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<tr>
<td>GMP</td>
<td>Greater Manchester Police</td>
</tr>
<tr>
<td>GOLD</td>
<td>Gold Commander</td>
</tr>
<tr>
<td>GOLD CONTROL</td>
<td>Strategic command in a crisis also known as the Strategic Co-ordinating Group (SCG).</td>
</tr>
<tr>
<td>GRP</td>
<td>Generic Response Plan</td>
</tr>
<tr>
<td>HSE</td>
<td>Health and Safety Executive</td>
</tr>
<tr>
<td>HA</td>
<td>Humanitarian Assistance</td>
</tr>
<tr>
<td>HAC</td>
<td>Humanitarian Assistance Centre</td>
</tr>
<tr>
<td>HAZMAT</td>
<td>Hazardous Materials</td>
</tr>
<tr>
<td>IC</td>
<td>Incident Commander</td>
</tr>
<tr>
<td>IEM</td>
<td>Integrated Emergency Management</td>
</tr>
</tbody>
</table>

- decontamination of CBRN affected structures.
- Police Officer in overall strategic command of the emergency.
- A multi-agency plan for all Greater Manchester responding agencies to enable a joint response to emergency incidents.
- Britain’s Health and Safety Commission (HSC) and the HSE are responsible for the regulation of almost all the risks to health and safety arising from work activity in Britain.
- Humanitarian assistance (as defined by Anne Eyre, 2007) refers to those activities aimed at meeting the needs of people affected by emergencies. In particular this includes:
  - those elements of planning, training and exercising aimed at meeting people’s practical and emotional needs;
  - response activities focussing on meeting people’s needs during and immediately after emergencies; and
  - the coordination and provision of psychological and social aftercare for those affected in the weeks, months and years that follow.
- One stop shop for information and support to those who have been affected by a major emergency.
- A term used predominantly by GMFRS referring to a dangerous chemical.
- The nominated emergency services officer with overall responsibility for tactics and resource management at the tactical level. Usually the senior Police officer at the scene, but for a fire-only incident, can be a senior fire officer at the scene.
- Multi-agency approach to emergency management on which the concept of Civil Protection in the UK is based.
<table>
<thead>
<tr>
<th><strong>Abbreviation</strong></th>
<th><strong>Full Form</strong></th>
<th><strong>Description</strong></th>
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</thead>
<tbody>
<tr>
<td>JESIP</td>
<td>Joint Emergency Services Interoperability Protocol</td>
<td>A framework to ensure that blue light organisations work, train and exercise to ensure improved communication systems</td>
</tr>
<tr>
<td>JRLO</td>
<td>Joint Regional Liaison Officer</td>
<td>Responsible for tri-service co-ordination of UK Operations (including MACA) in the region</td>
</tr>
<tr>
<td>LRAG</td>
<td>Local Risk Assessment Guidance</td>
<td>A document provided by central government with information on generic hazards and threats to assist Category 1 responders in performing their local risk assessment duty under the Civil Contingencies Act</td>
</tr>
<tr>
<td>LRF</td>
<td>Local Resilience Forum</td>
<td>A process for bringing together all the Category 1 and 2 responders within a Local Resilience Area for the purpose of facilitating co-operation in fulfilment of their duties under the Civil Contingencies Act</td>
</tr>
<tr>
<td>MI</td>
<td>Major Incident</td>
<td>Event or situation requiring a response by Category 1 responders</td>
</tr>
<tr>
<td>MACA</td>
<td>Military Aid to the Civil Authority</td>
<td>The overarching term covering all categories of aid, which the Ministry Of Defence, (MOD) may provide to the civil authorities.</td>
</tr>
<tr>
<td>MACC</td>
<td>Military Aid to the Civil Contingencies</td>
<td>Consists of the 3 categories of aid: Category A – Assistance in an emergency such as natural disaster where there is immediate danger to life; Category B – Routine assistance for projects and events; Category C – Individual assistance by volunteers in the social services field</td>
</tr>
<tr>
<td>MACP</td>
<td>Military Aid to the Civil Power</td>
<td>Assistance to the civil power usually, but not exclusively, involving the provision of direct assistance in the maintenance of law and order, normally using specialist capabilities or equipment, in situations beyond the capacity of the civil power. It includes Counter Terrorism, (CT) and non CT Explosive Ordnance Disposal, (EOD).</td>
</tr>
<tr>
<td>MAGD</td>
<td>Military Aid to the Other Government Departments</td>
<td>Involves the use of the Armed Forces in the maintenance of essential supplies in a national emergency (e.g. emergency cover during industrial action by the fire services)</td>
</tr>
<tr>
<td>MEF</td>
<td>Media Emergency Forum</td>
<td>National Forum on working protocols and the resilience of communications systems</td>
</tr>
<tr>
<td>NCS</td>
<td>National Capabilities Survey</td>
<td>For Cat 1 and Cat 2 responders to assess capability to deal with a number of key risks as determined by the National Risk Assessment</td>
</tr>
<tr>
<td>NWAS</td>
<td>North West Ambulance Service</td>
<td></td>
</tr>
<tr>
<td>OPERATIONAL</td>
<td>Also known as “BRONZE”</td>
<td>“Hands On” response to an emergency usually the incident site</td>
</tr>
<tr>
<td>PPE</td>
<td>Personal Protective Equipment</td>
<td>The suit and respirator used to protect an individual from Chemical and Biological agents and to a limited extent, radiation, and any other protective equipment.</td>
</tr>
<tr>
<td>RAYNET</td>
<td>Radio Amateurs Emergency Network</td>
<td>A nationwide voluntary group which can provide radio communications during an emergency.</td>
</tr>
<tr>
<td><strong>RCG</strong></td>
<td>Recovery Co-ordinating Group</td>
<td>The decision making body for the recovery phase once handover has taken place from the Police. Takes advice from its Sub-Groups, decides the strategy and ensures implementations of strategy and the rebuilding of public confidence.</td>
</tr>
<tr>
<td><strong>REPPIR</strong></td>
<td>Radiation Emergency Preparedness and Public Information Regulations 2001</td>
<td>Lays down the safety standards for the protection of the health of workers and the general public against the dangers arising from ionising radiation. Also partly implement the Public Information Directive by subsuming the Public Information for Radiation Emergencies Regulations 1992 (PIRER) on informing the general public about health protection measures to be applied and steps to be taken in the event of an emergency.</td>
</tr>
<tr>
<td><strong>RED North</strong></td>
<td>Resilience and Emergency Division (DCLG)</td>
<td>A division of the Department for Communities and Local Government who provide a link between multi-agency responders and central government.</td>
</tr>
<tr>
<td><strong>RVP</strong></td>
<td>Rendezvous Point</td>
<td>Point to which all vehicles and resources arriving at the outer cordon are directed for logging, briefing, equipment issues and deployment.</td>
</tr>
<tr>
<td><strong>RVS</strong></td>
<td>Royal Voluntary Service</td>
<td>Formerly WRVS – Women’s Royal Voluntary Service. A national voluntary organisation concerned with helping people in need.</td>
</tr>
<tr>
<td><strong>RC</strong></td>
<td>Rest Centre</td>
<td>Building, which may include overnight facilities, designated by the local authority for the temporary accommodation of evacuees.</td>
</tr>
<tr>
<td><strong>RIMNET</strong></td>
<td>Radioactive Incident Monitoring Network</td>
<td>The national radiation monitoring and nuclear emergency response system.</td>
</tr>
<tr>
<td><strong>RVP</strong></td>
<td>Rendezvous Point</td>
<td>The term given to the location, at the Outer Cordon, where emergency services or other responding agencies initially report to for a briefing on the situation.</td>
</tr>
<tr>
<td><strong>SA</strong></td>
<td>Salvation Army</td>
<td>An evangelical Christian church that helps people (regardless of faith) in crisis.</td>
</tr>
<tr>
<td><strong>SAG</strong></td>
<td>Safety Advisory Group</td>
<td>Multi-agency group set up to provide advice on safety matters for a specific event, or events, such as a major sporting event or a concert held in a stadium.</td>
</tr>
<tr>
<td><strong>SCG</strong></td>
<td>Strategic Co-ordinating Group</td>
<td>Its function is to provide a forum for the incident commander to be updated with intelligence from various agencies and allow strategic decisions to be made.</td>
</tr>
<tr>
<td><strong>SILVER</strong></td>
<td>Silver commander</td>
<td>Senior Police Officer who is responsible for the tactical implementation of Gold’s strategy.</td>
</tr>
<tr>
<td><strong>SILVER CONTROL</strong></td>
<td>Tactical Command in a crisis also known as Tactical Co-ordinating Group (TCG)</td>
<td></td>
</tr>
<tr>
<td><strong>SIO</strong></td>
<td>Senior Investigating Officer</td>
<td>The SIO is a Senior Police Detective appointed by the Strategic Commander to assume responsibility for all aspects of a Police investigation.</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
<td>Details</td>
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</tr>
<tr>
<td>SJA</td>
<td>Saint John Ambulance</td>
<td>An international organisation dedicated to the teaching and practice of medical first aid and the provision of ambulance services.</td>
</tr>
<tr>
<td>SRC</td>
<td>Survivor Reception Centre</td>
<td>Reception centre in which survivors not requiring acute hospital treatment can be taken for the short-term shelter and first aid. The decision to open a SRC is made by the Police whose Bronze Commander will normally be in command of the operation of the centre. However, it is Salford’s social care staff, under the management of a Reception Centre Manager, who will deliver the humanitarian assistance response in the centre.</td>
</tr>
<tr>
<td>STAC</td>
<td>Scientific and Technical Advice Cell</td>
<td>A sub-group of the SCG and RCG led by an appropriate person from the health community (Public Health England or DPH), together with other relevant organisations to provide strategic direction, co-ordination and assessment of health, scientific and environmental protection issues.</td>
</tr>
<tr>
<td>STRATEGIC</td>
<td>Also known as “GOLD”</td>
<td>Strategic level of response</td>
</tr>
<tr>
<td>TACTICAL</td>
<td>Also known as “SILVER”</td>
<td>Tactical level of response</td>
</tr>
<tr>
<td>TO</td>
<td>Tactical Officer</td>
<td>Response co-ordinator at a tactical level</td>
</tr>
<tr>
<td>TCG</td>
<td>Tactical Co-ordinating Group</td>
<td>A multi-agency group of tactical commanders that meets to determine, co-ordinate and deliver the tactical response to an emergency.</td>
</tr>
<tr>
<td>VA</td>
<td>Voluntary Agencies</td>
<td>All voluntary organisations involved in any aspect of the response to an emergency. Also known as the third sector</td>
</tr>
<tr>
<td>W &amp; I</td>
<td>Warning and Informing</td>
<td>One of the duties of the Civil Contingencies Act referring to making the public aware of risks and for responders to warn, inform and advise the public when an emergency is likely to occur or has occurred, and to provide them with information and advice.</td>
</tr>
</tbody>
</table>