

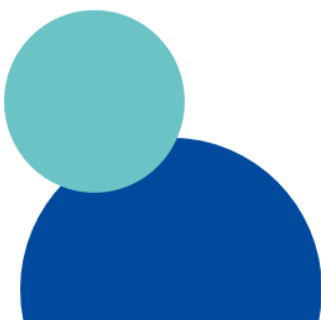


## Waverley Borough Council

# Emergency Plan: Public Copy

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Data Protection Impact Assessment	Required		Vulnerable persons data only aspect of plan where data protection considerations are required. Draft privacy notice has been created.	Adrian Fennell
Climate Change	Required	Ongoing	Separate adaptation plan created. Plan assesses future climate related incidents in Waverley.	Delma Bryant

## **Preface**

This publication contains instructions and information designed to enable Waverley Borough Council's officers and members to respond swiftly and effectively to any civil emergency, which may affect the Borough.

The Waverley Emergency Plan should be read in conjunction with any other related publications Issued by Surrey Local Resilience Forum, Surrey County Council, adjoining local authorities and utilities. These publications are held by the Emergency Planning and Resilience Team.

Strategic Directors and Heads of Service are responsible for ensuring that their response supports the overall Borough Emergency Plan and ensuring that appropriate staff are sufficiently trained.

## **Contacting Waverley in an Emergency**

### **Office Hours (01483 523333)**

From 8:45am to 5:15pm Monday to Thursday and 8:45am to 4:15pm Friday, Waverley's emergency response can be mobilised by phoning the Borough Council Offices at Godalming. You will be connected to the appropriate officer.

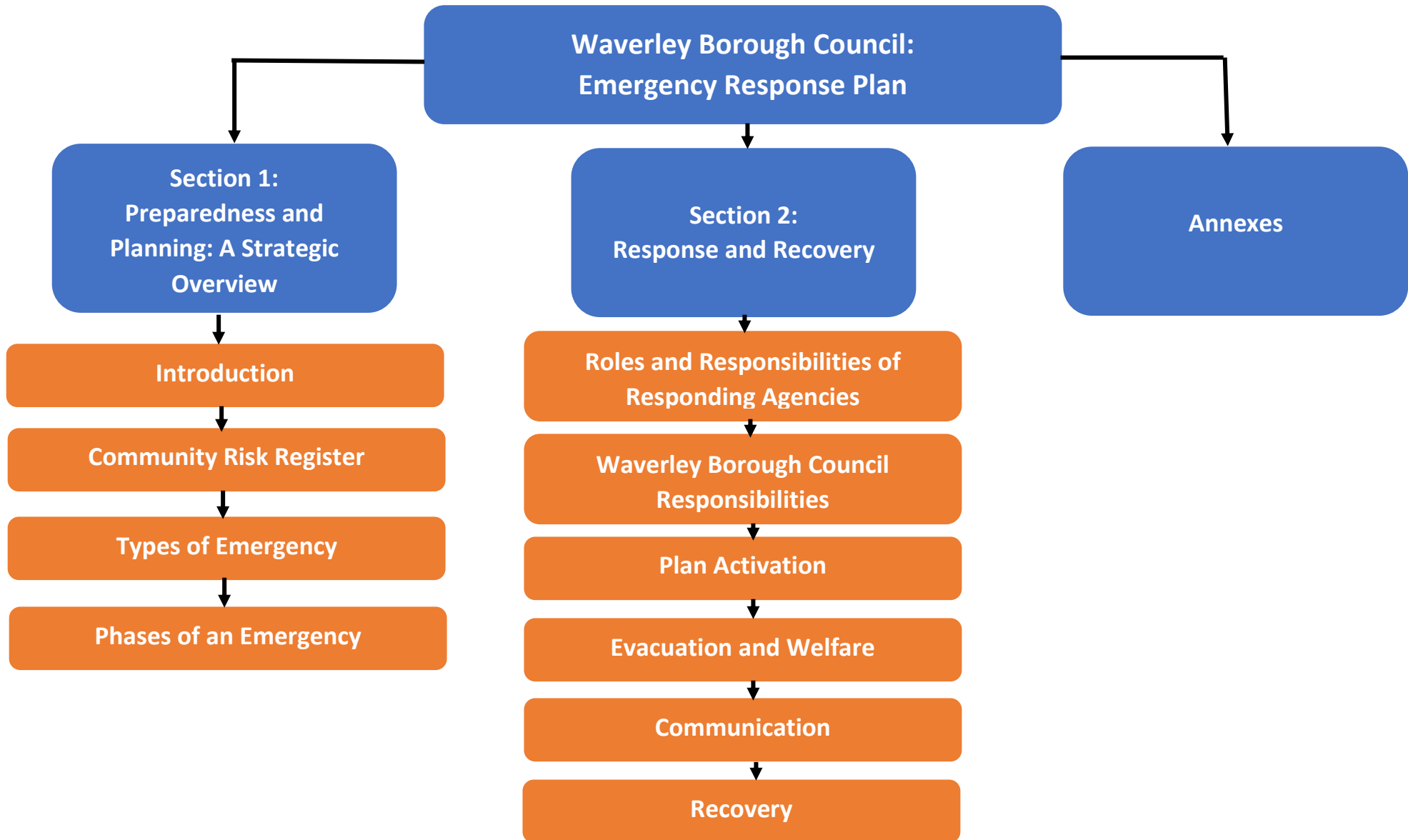
### **Out of Hours (01483 523200)**

Outside of the above hours during the week, in addition to weekends and public holidays, the Council operates a standby emergency response service for routine emergencies. The operator will take details and contact an appropriate officer or contractor.

### **Major Incidents**

In the event of a major incident out of hours, the operator receiving your call will alert responsible officers in a cascade call-out. Please ensure when reporting you clearly state **"Major Incident"**.

## Visual Plan Structure



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**Section 1:**  
**Preparedness and Planning: A Strategic Overview**

## 1.0 Introduction

### 1.1 Aim

The aim of this plan is to outline Waverley Borough Council's response in the event of any emergency which may affect the Borough and its population. This plan aims to provide appropriate guidance for the effective deployment and co-ordination of services and resources in order to facilitate a swift and effective response.

### 1.2 Objectives

The objectives of this plan are to:

- Provide an overview of the emergency planning, response and recovery process in the Borough of Waverley
- Provide guidance for the co-ordination and deployment of Waverley Borough Council's resources
- Outline how Waverley Borough Council will comply with duties under the Civil Contingencies Act 2004
- Outline the roles and responsibilities of Waverley Borough Council and other agencies responding to any civil emergency within the Borough
- Define the process and procedures undertaken to activate different emergency plans
- Establish command and control duties within Waverley Borough Council and with other responding agencies

### 1.3 Scope and Audience

The scope of this plan is limited to the immediate action that staff of Waverley Borough Council, Surrey County Council and other agencies would have to take in the event of an incident or major emergency, within the definitions set out below.

Waverley's emergency plan is written in accordance with other emergency plans produced under Surrey's Local Resilience Forum, it is intended to be complimentary to:

- a) Surrey Major Incident Plan
- b) Surrey Police Major Incident Manual
- c) Surrey Fire and Rescue Service Operational Orders
- d) Surrey County Council County Emergency Scheme
- e) Surrey Major Incident Procedure Communications Plan
- f) Environment Agency Flood Warning Procedures

**These documents can be found on ResilienceDirect, or accessed via the Emergency Planning Officer.**

This plan is written for Waverley Staff, other responder agency staff and members of the public that would like to be informed of the Borough's emergency planning and response process. Due to this, the plan covers the general aspects of Waverley's response to a civil emergency, however, it does not cover specific aspects detailing the response process or business continuity arrangements.

## 1.4 Civil Contingencies Act 2004

The Civil Contingencies Act provides a single framework for civil protection in the United Kingdom. The Act is separated into two parts: local arrangements for civil protection (Part 1) and emergency powers (Part 2).

Part 1 establishes a statutory framework for civil protection at the local level. This, together with accompanying guidance and regulations, sets out clear expectations and responsibilities for responders at the local level. This helps to ensure that they are prepared to deal effectively with a full range of emergencies from localised incidents through to catastrophic emergencies.

The Act establishes a clear set of roles and responsibilities for those involved in emergency response and places certain additional responsibilities on Local Authorities.

The Act divides responders into two categories, imposing a different set of duties on each.

### 1.4.1 Category 1 Responders

Category 1 responders are the organisations at the core of the response to most emergencies and are subject to the full set of civil protection duties. They are required to:

- Assess the risk of emergencies occurring and use this to inform contingency planning
- Put in place emergency plans
- Put in place Business Continuity Management arrangements
- Put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency
- Share information with other local responders to enhance co-ordination
- Co-operate with other local responders to enhance co-ordination and efficiency
- Provide advice and assistance to businesses and voluntary organisations about business continuity management (Local Authorities only)

Category 1 Responders in Surrey:

- Surrey County Council
- Surrey Borough and District Councils
- Surrey Police
- Surrey Fire and Rescue Services
- South East Coast Ambulance Service
- Surrey Heathlands CCG
- North East Hampshire & Farnham CCG
- Public Health England
- Surrey County Council Public Health
- The Environment Agency (Thames and Southern Region)

## 1.4.2 Category 2 Responders

Category 2 responders are the “co-operating bodies”. They are less likely to be involved in the heart of the planning work, but will be heavily involved in incidents that affect their sector. They have a different set of duties:

- To share relevant information with other Category 1 and 2 responders
- To co-operate where necessary

Category 2 responders in Surrey:

- Water suppliers (e.g. Thames Water)
- Gas and Electricity suppliers (e.g. British gas, Scottish Power etc.)
- Transport
- Surrey County Council Highways
- Health and Safety Executive
- Voluntary sector (e.g. Red Cross)

### **Parish Councils and Elected Members:**

Parish councils, although not formally categorised under the CCA, provide a support role for the responders and act as a local point of contact.

Elected local authority members and parish councillors can play a critical role in the impact assessment process, identifying problems and vulnerabilities in their community that may require priority attention and feeding them back to the relevant agency

Parish representatives and elected members also have an important role in disseminating credible information and advice back to the community, assisting to maintain community cohesion and providing public reassurance.

## 1.5 Key Definitions

### 1.5.1 Difference between Emergency and Major Incident

This plan will employ the definition of an emergency as used in the preamble to the Civil Contingencies Act 2004:

- a) An event or situation which threatens serious damage to human welfare in a place in the United Kingdom,*
- b) An event or situation which threatens serious damage to the environment of a place in the United Kingdom, or*
- c) War, or terrorism, which threatens serious damage to the security of the United Kingdom.*

Emergencies may take the form of either a single unpredicted event (transport crash, terrorist attack) or the achievement of a threshold after a predicted lead time (flooding, pandemic).

Many emergencies will also be “major incidents”. Whilst “emergency” is a generic term, “major incident” is a specific, official term used by all emergency services and local authorities used to activate additional resources to respond.

A “**Major Incident**” is defined within the multi-agency Surrey Major Incident Plan as:

*‘An incident in the community arising with or without warning, threatening or causing death, injury or serious disruption to significant numbers of people, property or the environment, in excess of that which can be dealt with by the public services operating under normal conditions, and requiring the special mobilisation and organisation of those services and the deployment of Local Authority staff and resources’.*

### 1.5.2 Types of Incident

While all emergencies are different, they can be further defined by one of the following scales:

**a) Routine Incident:**

An incident that threatens to cause disruption, but can be dealt with under normal working circumstances.

**b) Minor Incident:**

An emergency in which temporary arrangements are required to cope with a specific situation which would usually be resolved by local action involving a limited response.

**c) Major Incident:**

An emergency in the community in which there is a serious disruption to life arising with little or no warning, causing or threatening death or injury to numbers of people, property or the environment, in excess of those which can be dealt with by the public services operating under normal conditions. Requires the special mobilisation and organisation of emergency services and the deployment of local authority staff and resources.

## 1.6 Health and Safety Issues

### 1.6.1 Staff Safety and Risk Assessment

The health and safety of all individuals working in the Borough Emergency Control Centre (BECC), Evacuation Centres, at or near the scene of major incidents, other emergencies or locations is of paramount importance. The basic principles of health and safety must be observed and all personnel must be properly briefed on all hazards and risks associated with their role, including actions necessary to reduce identified risks such as use of PPE.

The Council's lone working and personal safety procedures should be followed at all times and managers must be mindful of staff safety, especially in out of hours situations. Staff safety is paramount.

Waverley Borough Council employees must always wear high visibility clothing when undertaking duties at the scene of emergencies, other incidents, or whenever performing duties in which a risk assessment requires them to do so. A dynamic risk assessment should be carried out by Incident Liaison, Building Control and Environmental Health Officers when deployed to locations.

### 1.6.2 Scene Management

At the scene of major incidents, responding agencies may set up a cordon to restrict access to the incident. Access to the inner cordons, which may be seen as high risk areas, will be clearly marked and strictly controlled.

Within the inner cordon, health and safety of any responders is the statutory duty of Surrey Fire and Rescue Service. Before entering, permission must be obtained, safety concerns identified, safe work practices employed and correct PPE used. All individuals entering cordons will be briefed on the primary hazards, the recognised risks to personnel, the control measures in force and any evacuation arrangements. If not fully satisfied with the level of protection afforded to any person seeking entry, they will not be admitted to the inner cordon.

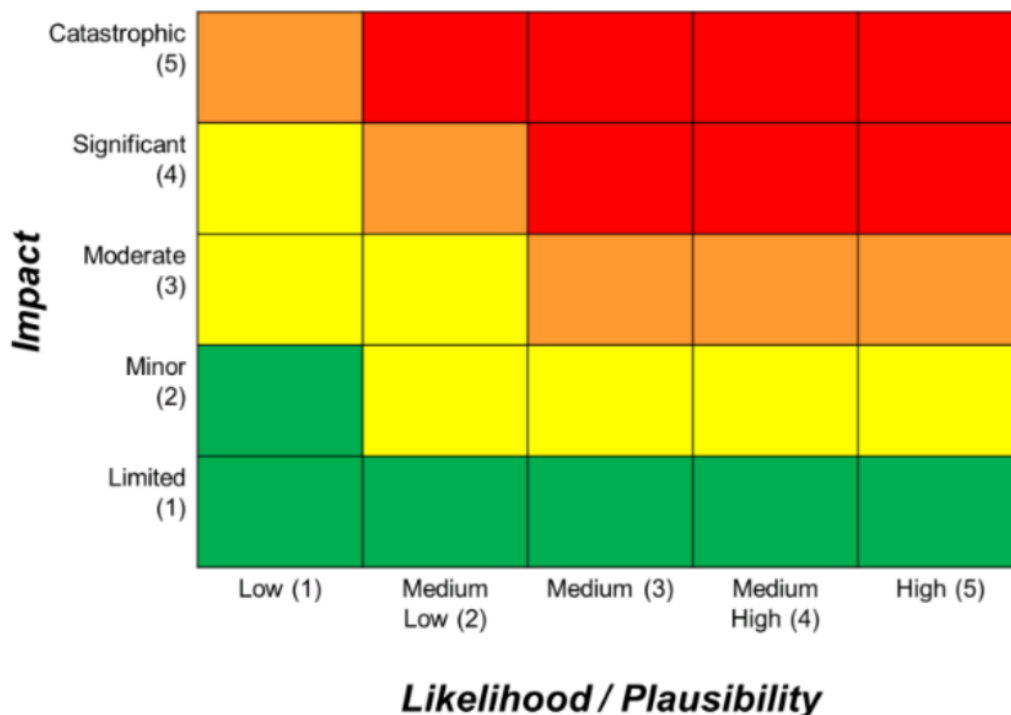
## 2.0 Community Risk Register

The Community Risk Register (CRR) is the first step in the emergency planning process. It is created and maintained by the Surrey Local Resilience Forum (SLRF) and outlines the risks we may face within the County. This plan is created using the CRR as a basis on which to facilitate a response to any foreseeable risks.

The Surrey CRR was created in response to the Civil Contingencies Act 2004. It was published with the aim of providing additional public information regarding hazards which exist within the County and the potential risk of occurrence, with further focus on control measures which are in place to mitigate their impact. The Surrey CRR can be downloaded via [this](#) webpage.

Risks have been assessed by factoring in the likelihood of the hazard occurring and the potential impact it could have on the County, using the Risk Matrix below. Hazards are assigned one of the following risk values:

- Low (Green)
- Medium (Yellow)
- High (Orange)
- Very High (Red)



## 3.0 Types of emergency

This section details types of emergency that can conceivably occur within the borough of Waverley. They have been categorised by level of risk as calculated by Surrey Local Resilience Forum and shown on the Community Risk Register. A brief overview of each risk is provided, however for a more comprehensive list and more details about the mitigation measures in place, see the Surrey CRR.

### 3.1 Very High Risk

#### 3.1.1 Fluvial Flooding

Waverley contains a number of areas liable to fluvial flooding. Most of the Borough is within the River Wey catchment, which has had many recorded occurrences of flooding, particularly in the Godalming area which has resulted in internal property flooding and road closures. Completed in 2020, the Godalming flood alleviation scheme protects 84 properties in the Meadow and Catteshall area. It should be noted Catteshall Road is blocked when it is in operation.

Flood warnings may come from a number of sources including the Police, Met Office and the Environment Agency. The details may be communicated directly to the appropriate Borough Council officer or through the contracted out of hours service provider. When a flood warning is received, the message should include details of the river catchment likely to be affected, the type of warning and the places particularly at risk. The four levels of flood warning according to the Environment Agency are:

- a) Flood alert
- b) Flood warning
- c) Severe flood warning
- d) All Clear

The Environment Agency also publishes information on flood warning levels and details the information on each level of warning. This information includes:

- Likely triggers
- The impact at that level on the ground
- Advice to the general public and media
- Advice to responding agencies

#### 3.1.2 Pandemic Influenza

The World Health Organisation describes an influenza outbreak to be a pandemic when:

- The infection hasn't been seen before
- There is no natural immunity to it
- It affects and spreads easily in humans

Recent events such as the COVID-19 pandemic have resulted in much development and flexibility in national arrangements and frameworks. Localised plans such as the SLRF Pandemic Influenza plan along with guidance for how to mitigate risks of infection have been

produced. In addition to this, many businesses have prepared individual business continuity plans to ensure essential work can continue during national or localised lockdown procedures.

### **3.1.2 National Electricity Blackout**

An infrastructural failure leading to a total national blackout due to the loss of the GB national electricity transmission system is regarded as very high risk. Our reliance on electricity means that this event could have a potentially severe impact on those affected. While there is a recovery process in place called “black start”, significant damage to transmission lines, usually linked to severe weather could result in some areas being without electricity for long periods of time.

## **3.2 High Risk**

### **3.2.1 Surface Water Flooding**

There are various areas in Waverley liable to surface water flooding, putting numerous properties in the Borough at risk. As with fluvial flooding, the Environment Agency keeps records of previous surface flooding events and the extent of the damage caused. They will also provide details of any flood warnings in place. Residents living in high risk areas can find further details regarding how to prepare their property for a potential flood on the Waverley Borough Council Emergency Planning webpage by following the link: <https://www.waverley.gov.uk>

### **3.2.2 Cold and Snow**

An officer from the Operations service will liaise with SCC Highways teams. Through this liaison, Waverley will be made aware of SCC Highways’ current and planned tasks. Waverley may also assist SCC Highways depending on resources and capabilities. This may include clearance of footpaths, tasking contractors and ranger teams to assist the effort.

### **3.2.3 Space Weather**

A large solar flare has the potential to cause major disruption to the electricity grid, leaving many households without electricity for up to a month. This would have a severe impact on those affected. There are plans in place to mitigate the impact of this, such as the SLRF Telecommunications plan and various localised Business Continuity plans in order to continue productivity.

## **3.3 Medium Risk**

### **3.3.1 Storms and Gales**

Warnings for severe storms and gales will likely come from the Met Office. They can cause significant disruption to normal life, particularly to transportation, thus business continuity plans may be essential for the continuation of work. The SLRF Adverse Weather plan may also be put into action. The Emergency Planning and Resilience Team at Waverley Borough Council will be alerted and appropriate measures to minimise the effects on people, property and the environment will be decided.



### **3.3.2 Heatwave and Drought**

As with flooding, warnings for heatwaves and droughts may come from a range of sources such as the Met Office or Environment Agency. Public warning and informing will be provided by NHS England, Public Health England and County and Borough Councils. In the event of a drought, the Emergency Planning and Resilience Team at Waverley Borough Council may initiate the Fresh Water plan. This will enable those living in Waverley to obtain a supply of fresh water, with priority provided to the most vulnerable residents.

### **3.3.3 Wildfire**

The Borough of Waverley contains numerous areas of heathlands which are vulnerable to wildfires breaking out. These areas are popular during summer and see high numbers of visitors, thus a wildfire has the potential to cause serious harm. The Borough's response to a wildfire will consist primarily of ensuring the safe and efficient evacuation of the vulnerable public and establishing Rest Centres where necessary.

### **3.3.4 Fire, Explosions and Dangerous Buildings**

Where there is a major fire and/or explosion, the Emergency Services will co-ordinate containment, rescue and control. Nonetheless, Borough Council Officers and staff may become involved in resolving problems connected with temporary or longer evacuation, homelessness, transportation, Evacuation Centres, emergency feeding, pollution, PR and possibly financial and legal matters.

Officers could also assist with aspects related to advice regarding damaged and dangerous buildings, depending on the size of fire, the relative position, and associated dangers (heat, fire spread, toxic smoke, likely environmental pollution and the danger of explosion).

### **3.3.5 Transport Accidents**

This pertains to road, rail or air. The Borough has a number of "A" Class, "B" Class and minor roads running through it. An area of major risk within the Borough is the Hindhead tunnel. Located on the A3, this is one of the longest stretches of road tunnel in the UK, thus is associated with a number of risks. As a result of this, training exercises are completed every four years to ensure the efficiency of a response should it be necessary.

Waverley also contains a stretch of the main Portsmouth to Waterloo and Alton to Waterloo railway lines. In the airspace above the Borough, there are several air corridors leading to and from Heathrow and Gatwick Airports.

In response to any potential road, rail or air transport accidents, it may become necessary for Waverley Borough Council to establish a Borough Emergency Control Centre.

## **3.4 Low Risk**

### **3.4.1 Pollution and Contamination**

Pollution and contamination of sewerage systems, watercourses, land, the atmosphere and foodstuffs may arise in a variety of ways. The harmful agent may be liquid, solid or gaseous. It may be chemical, explosive, toxic and radioactive. Pollution and contamination in themselves will be dealt with by the Emergency Services and if necessary, by specialist

national bodies. However, the Environmental Health Service will become involved in monitoring and resolving aspects related to their specialisation.

### 3.4.2 Terrorism

The Borough Council follows all relevant guidance issued by the Home Office and Civil Contingencies Secretariat of the Cabinet Office. Borough Council Officers and staff may/will become involved in resolving problems connected with homelessness, transportation, Evacuation Centres, emergency feeding, pollution, PR and possibly financial and legal matters, together with aspects related to damaged and dangerous buildings. In addition, in relation to possible contamination, whilst contamination and/or environmental pollution in themselves will be dealt with by the Emergency Services and if necessary, by specialist national bodies, the Environmental Health Section will become involved in monitoring and resolving aspects related to their specialisation.

## 4.0 Phases of an Emergency

Regardless of scale, the response to any emergency can be divided into the planning phase (which can be further subdivided into mitigation and preparedness), the response phase and the recovery phase. This is illustrated in a diagram below.

### a) The Planning Phase

This phase occurs as a precursor to an emergency. It is essential not only to prepare the emergency services and Category 1 responders for the potential risks which may occur, but also to put measures in place to reduce these risks. The overall aim of this phase is to reduce the work required during the response and recovery phases in the event of an emergency.

#### 1. Mitigation:

The initial stage of mitigating potential hazards involves completing a risk assessment to identify and evaluate the likelihood and severity of occurrence. This can then be used to target areas of particular vulnerability through mitigation efforts. This can take the form of either introducing specific plans or strategies to ensure the continuity of operations in the event of an emergency; or building specific infrastructure to reduce the risk of the hazard occurring, for example flood barriers in areas vulnerable to fluvial flooding.

#### 2. Preparedness:

The primary aim of this phase is to enhance the capabilities to respond to and recover from emergency events. This is generally done by planning, training, exercising and evaluating in a continuous cycle to ensure when a response is necessary it can be completely as swiftly and effectively as possible.

### b) The Response Phase

This phase occurs immediately after an emergency has occurred and is primarily the responsibility of the Emergency Services (i.e. Police, Fire and Ambulance Services), supported

as necessary by the services and resources provided by the borough and other agencies. The following are the priorities for this phase:

- Protection of life
- Protection of property
- Protection of the environment

### c) The Recovery Phase

This is further subdivided into three parts:

#### 1. Consolidation:

In this period, the Emergency Services will consolidate the procedures and measures implemented in the initial response, while the Local Authority and other agencies will begin to play an increasing role in providing a wide variety of support, resources and services on request.

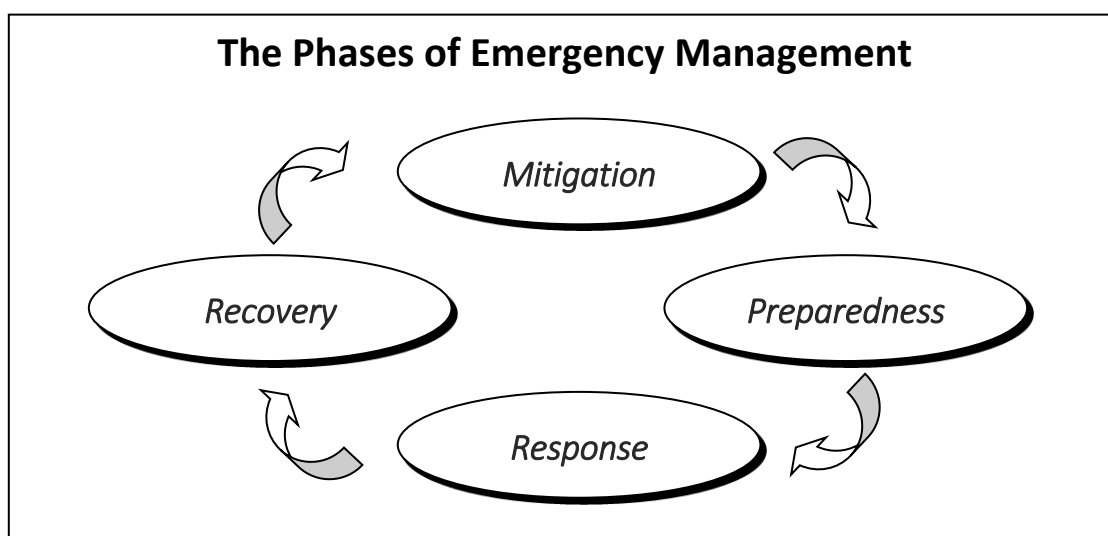
#### 2. Recovery:

Once the emergency has stabilised and the Emergency Services have scaled down their operations including withdrawing from the scene, the Local Authority will take over as the lead agency and be fully involved with organising and implementing recovery measures.

#### 3. Restoration of Normality:

This is the final phase, in which those seriously affected by the emergency will receive after-care and welfare. The environment will be restored and services normally available to the public will be reinstated.

It is also important during this phase to review and consolidate the success of the response. This provides an opportunity to identify areas in which the response could be improved, so lessons can be learned from it and actions can be taken in a more swift and effective way in future emergencies. In addition to this, failures in infrastructure can be used as an opportunity to build back better, thus becoming more resilient against future risk.



**Section 2:  
Response and Recovery**

## 5.0 Roles and Responsibilities of Key Responding Agencies

### 5.1 The Emergency Services

#### 5.1.1 Surrey Police

- Saving of life in conjunction with the other emergency services
- Co-ordination of the emergency services and other support organisations
- Protection and preservation of the scene
- Investigation of the incident, in conjunction with other investigative bodies where applicable
- Collation and dissemination of casualty information
- Identification of the deceased on behalf of HM Coroner
- Restoration of normality at the earliest opportunity

#### 5.1.2 Surrey Fire and Rescue Service

- To save life, including the rescue of persons trapped by fire, extrication from road traffic crashes, collapse of structures and inland water rescue
- Prevent further escalation of an incident by controlling or extinguishing fires
- Recommend exclusion zones and make safe any release of chemicals or contaminants
- Responsible for control of access to the inner cordon, with the assistance of the Police, and to ensure that persons entering that cordon are correctly briefed and have the correct level of PPE
- Assist with the mitigation of flood damage and where practicable remove flood water
- Mass decontamination in consultation with the ambulance service
- Assist the Ambulance Service with casualty handling and Police with body recovery
- Liaise with other emergency services, agencies and local authorities and where necessary, exchange information

#### 5.1.3 South East Coast Ambulance Service Trust

- Primary priority is to sustain life through effective emergency treatment at the scene
- Determine priority for release of trapped casualties and treatment
- Determine and alert the main receiving hospitals for the injured
- Determine priority of transportation and to which hospital
- Co-ordinate the on-site NHS Response
- Alert other health related services including the PCT's, CPHP, NHS
- Provide an Ambulance Incident Officer (AIO) to assume overall responsibility for the work of the service at the scene
- Decontamination of casualties

## 5.2 Waverley Borough Council

- Provide support to the Emergency Services on request
- Send an Incident Liaison Officer to the incident (and possibly to Gold Command)
- Provision of food and refreshment
- Provision of sandbags - resource depending and in line with sandbag protocol
- Building control and professional advice on safety of structures
- Co-ordination of the activities of the various elements of the Borough's services and other agencies
- Activation and staffing of the Borough Emergency Control Centre
- Release information to the media and advice to the public, in consultation with the Police and establishing a media centre if required
- Restoration and maintenance of Borough Services
- Facilitate rebuilding of the physical, psychological and social infrastructure of the local community
- Providing the focus for the local community, offering leadership, support and advice, setting up disaster and memorial funds and acting as the major co-ordinating body for the incident in the medium and long term

**It is more efficient to mobilise resources at an early stage and then scale down the response when necessary, rather than under resourcing and having to constantly “catch up” throughout the incident.**

## 5.3 County Council and Borough Council Responsibilities

The following table outlines the division between the key emergency functions carried out by Surrey County Council and Waverley Borough Council:

SURREY COUNTY COUNCIL	WAVERLEY BOROUGH COUNCIL
Humanitarian Assistance Centre (HAC)	
Welfare provision to the vulnerable: Surrey Trauma Support Service / Emergency Duty Team (Social Services)	
Education Emergency Support	
Welfare teams for Emergency Accommodation Centres	Facilities and staffing of Emergency Accommodation Centres (Rest Centres, Survivor Reception Centre and Family and Friends Reception Centre)
Public transport provision (evacuation)	

Highways maintenance / clearance Traffic management (closures & diversions)	
Refuse / debris disposal	Refuse / debris collection
Site Clearance	Drainage and watercourses (on Waverley land)
Volunteer agency management including: British Red Cross, St. John Ambulance, WRVS, Salvation Army, RSPCA, Faith Community	
Trading Standards (Animal Health)	Environmental and public health (with PCT / HPA)
Closure of footpaths and open spaces.	Closure of footpaths and open spaces.
Communications equipment (via RAYNET).	Comms equipment (via RAYNET)
Establishment of own Emergency Control Centre.	Establishment of own Emergency Control Centre.
Equipment e.g. heavy lifting (via contractors).	Equipment e.g. heavy lifting (via contractors).
Media management and public information (in conjunction with emergency services).	Media management and public information (in conjunction with emergency services).
Provision of sandbags.	Provision of sandbags (Waste Contractor).
Transport.	Transport.
Welfare and trauma support.	Provision of food for those affected.
	Advice on structural conditions (Building Control Officers).
Forestry	Forestry/trees (on Waverley land).
Liaisons with government departments, other local authorities, utilities and other organisations.	

## 5.4 Lead Authority

In the event of an incident involving Waverley and other neighbouring Surrey Boroughs/Districts, response agency strategic leaders should nominate a lead authority and agree responsibilities for the co-ordination of the major incident response.

## 5.5 Command, Control and Liaison

### 5.5.1 Emergency Services

Although the Police will assume overall co-ordination at the scene of the emergency, the Police, Fire and Ambulance Services will retain independent control of their own resources.

### 5.5.2 Minor Incidents

For minor emergencies, overall command and control will be executed by the local Police Divisional Superintendent, who will become responsible for policy decisions and developing the strategy to best respond to the incident.

### 5.5.3 Major Incidents

In the event of a major incident, special arrangements exist for Surrey Police to establish centralised command under a strategic (Gold), Tactical (Silver) and Operational (Bronze) command structure (further explained in section 5.6).

### 5.5.4 Integrated Emergency Management

Any response to a major emergency has to be a combined and co-ordinated operation based on the common objectives of saving and protecting life, containing the emergency, and restoring normality. Therefore planning is carried out in close co-operation with other Category 1 and 2 responders, including the emergency services, other local authorities, central and regional government, utility firms and other organisations such as voluntary agencies and the military via Surrey's Local Resilience Forum.

## 5.6 Strategic (Gold), Tactical (Silver) and Operational (Bronze) Controls

### 5.6.1 Strategic (Gold)

Control of the major incident will be co-ordinated by the Police. They will normally establish a Strategic Co-ordinating Group (SCG) to which the other emergency services and local authorities will send senior officers who have the appropriate authority to agree upon policy and strategic direction for managing the incident. The Police will chair Strategic Group meetings at which the priorities for future actions by each of the agencies will be agreed and strategies formulated. At these meetings strategies for managing media issues and the release of information to central and local government agencies may need to be discussed. Gold is generally established at the Police Headquarters, Mount Browne, Guildford.

### 5.6.2 Tactical (Silver)

This will determine the operational tactics and priorities in allocating resources. Tactical commanders should not be involved at the scene but should control the overall general management of the situation. They will normally be located near to the scene. Tactical



commanders from each Emergency Service and Local Authority will meet regularly to co-ordinate responses and required resources.

### **5.6.3 Operational (Bronze)**

Control will be exercised by a Senior Police Officer from a Forward Command Vehicle at the incident site. The Operational Commander will be the “Incident Officer”, act as the Operational Forward Commander, and determine the measures required to implement the tactics decided by the Tactical Commander, in addition to controlling and co-ordinating on site operations. In situations where a number of incidents are ongoing over a wide area, a number of Operational Commanders may be appointed, each with their own allocated sector of responsibility.

## **5.7 Incident Liaison Officer (ILO)**

A nominated Waverley Borough Council Incident Liaison Officer will liaise closely with responder agencies at the incident scene. Their role will be to facilitate communications and to respond to requests for local authority support. They can attend Tactical (Silver) co-ordinating meetings near the scene.

Immediately on arrival, the ILO must make themselves known to the lead tactical commander and obtain a clear understanding of the situation using the METHANE format (As shown in Annexe 1), before reporting back to the Borough Emergency Control Centre with necessary situation updates.

Waverley would also expect to provide a senior representative to the Strategic Co-ordinating Group (Gold). This could be any member of Waverley Senior Management Team (with admin support).

A Surrey Police Officer may also be nominated for liaison duties and may join Waverley Emergency Management Team at the Borough Emergency Control Centre (BECC).

## **5.8 External Agency Support**

Support to the Borough will be available from a wide variety of organisations such as Government Departments, Voluntary Organisations, Statutory and Government Bodies, Utilities, the Army and the Faith Community. Contact information is summarised in the Emergency Contact List. Most will be accessed via County EMT.

## **5.9 Emergency Management Officer (EMO)**

An Emergency Management Officer assigned to the Borough by SCC Emergency Management Team may be available on request to assist the Waverley Emergency Management Team, and may attend the Borough Emergency Control Centre, if required.

## 6.0 Waverley Borough Council Responsibilities

### 6.1 Emergency Management Team

In an emergency or major incident, Waverley will establish an Emergency Management Team (EMT). The membership of the Emergency Management Team will vary according to the type of incident. The emergency action flowchart (Annexe 2) can be used to work out the scale of emergency and formulate the response.

If a major incident has occurred, the Council's Senior Management Team and the Emergency Planning & Resilience Officer will meet to determine the composition of the team.

#### 6.1.1 WBC EMT Responsibilities:

- Formalise liaison with other category 1 and 2 responders. An Incident Liaison Officer (ILO) will be nominated for liaison duties, either at local headquarters or at the incident scene.
- Participate in command and control arrangements setup by Surrey County Emergency Management Team.
- Provide short-term accommodation and provision of food and refreshments in Evacuation Centres, in conjunction with SCC Social Care Team.
- Establish a public information service and media centre, if required.
- Formalise liaison with utility companies if necessary.
- Respond to requests for assistance from other organisations.
- Seek and co-ordinate the services for voluntary organisations.
- Provide the following:
  - a) Transport
  - b) Communications systems
  - c) Assistance with clearing up, disinfection, drying out and debris removal
  - d) Replacement clothing and bedding items
  - e) Financial aid to those in need
  - f) Access to long term accommodation for those in need

To summarise, the primary task of the Chief Executive and the Emergency Management Team is to:

- Adequately facilitate the command and control of Waverley's input to an incident and deploy WBC staff and resources to assist the public.
- Gather, collate, review and evaluate information to share with other responders
- Have Borough resources available on request
- Prepare progress reports and identify probable future requirements

During an emergency situation, Waverley's staff responsibilities will be divided into functional areas. The flowchart below outlines the major roles and responsibilities involved in this functional approach:

Functional Approach – WBC Civil Emergency Plan: REDACTED

## 7.0 Plan Activation

### 7.1 Notification of an Emergency Incident and Cascade Callout

The cascade callout details for both normal hours and out of hours are shown in Annexe 3 and 4 (REDACTED)

Notification of a major emergency incident or disaster may come from any number of sources. However, it is most likely that it will come from a Police or the County Emergency Management Officer. In order for the Borough to achieve a rapid and effective response, it will be vital for Lead Officers and other key personnel to be alerted without delay. It is more efficient to mobilise resources at an early stage and then scale down the response when necessary, rather than under resourcing and constantly trying to “catch up” with the incident.

**A log should be immediately commenced by person receiving the call.**

If the person receiving the first call is not a member of the Senior Management Team, they should firstly contact Lead Officers following the cascade displayed. A decision can then be made around mobilising resources.

### 7.2 Borough Emergency Control Centre (BECC)

To manage the Borough Council’s response to a major emergency, the Waverley Emergency Management Team may decide to activate the Borough Emergency Control Centre.

In such an event, the BECC will be occupied by all or some of the Emergency Management Team involved in the incident together with such staff as are necessary to manage the response.

It should be recognised that the BECC may be required to remain operational 24 hours a day over an extended period of time. In which case, a “shift” working regime will be necessary for those employed on an emergency basis within the centre.

For smaller scale incidents, a virtual BECC can be set up to ensure business continuity and the efficiency of the response. This will be facilitated by a support officer, who will send invites to relevant parties ahead of the meeting. Briefings and key information can be communicated and discussed through video conferences, allowing all necessary stakeholders to be present without travelling to the scene.

Actions and procedures for setting up the BECC are detailed at Annexe 5 (REDACTED)

### 7.3 Logging

It is likely that any major incident will be subject to a public enquiry. It is vital both to assist the Police in their investigations and for litigation reasons that all calls and decisions are logged and actions recorded. It is also important to log reasons why decisions and actions were NOT taken. A template log sheet is detailed in Annexe 6. **This should be started upon receipt of the initial call for assistance and maintained throughout the duration of the incident.**

## 8.0 Evacuation and Welfare

### 8.1 Rest Centres/Emergency Assistance Centres

A Rest Centre (or Emergency Assistance Centre) is opened to provide emergency temporary accommodation for those made homeless because they have been evacuated. The requirement for Rest Centres following an incident in the Borough will be an important consideration for the Emergency Management Team and the Lead Officer for Welfare. Potential Rest Centres throughout the Borough have been pre-selected, but staffing levels, equipping, administering and eventually closing centres will need to be pre-planned (This action is owned by the emergency planning and resilience team). Activation plans will need to be capable of rapid implementation, as will measures to communicate with other organisations invited to participate in caring for those evacuated to selected centres.

### 8.2 Procedures

The Lead Officer for Welfare in an emergency, will select suitable and appropriate premises as Rest Centres and appoint Emergency Assistance Centre Managers from Borough Council officers.

Geographical location will be one of the obvious determinants in selecting which facility to open as a Rest Centre. Some of the listed Rest Centres function as day centres for the elderly and schools. These particular facilities, especially the schools, should only be used in extreme circumstances where the use of all other Rest Centre venues are not possible, or already at capacity.

Once the decision to open a Rest Centre has been made, the relevant staff will be alerted together with premises key holders, SCC Emergency Management Team, and the Police, who should be requested to locate a Police Officer at each centre to be opened.

### 8.3 Transportation to Rest Centres

In the event of an evacuation, Incident Liaison Officers will need to organise transportation to ensure the public get from the scene of an emergency to the designated Rest Centre. The following are designated transport operators:

- Hoppa
- Taxi
- Private coach hire
- Disabled adapted vehicles

#### 8.4 Rest Centre Locations Map Waverley REDACTED

Full list of centres in section 8, Emergency Contacts. For an interactive version use ResilienceDirect Mapping

## 8.5 Evacuation Assembly Points

Where an incident dictates the evacuation of a high number of people, one or more assembly points may be required to serve as primary meeting points for those being evacuated.

The Welfare Lead Officer will send staff to the Assembly Point to:

- a) Assess the number of people requiring temporary accommodation.
- b) Arrange transport if necessary to Evacuation Centres or other temporary accommodation.
- c) Arrange for voluntary organisations to attend, if practicable.

If time permits, the SCC Social Care Manager will arrange for Community Care Teams to attend and will make provision for the special needs of evacuees.

## 8.6 Key organisational responsibilities in relation to rest centres

### 8.6.1 The Police

The decision to open all types of reception centres will be made by the Police. This decision will be made during or soon after the initial response to an incident and the local authority should be consulted as part of this process. Main rest centres will be run by Waverley voluntary staff.

### 8.6.2 Borough Council

Regardless of where the pre-planned venues are identified, it should be recognised that incidents on the day may require a flexible approach to achieve the most appropriate response in the circumstances.

The Local Authority will be required to send an ILO and rest centre staff to the centre.

Support should be given to the emergency services as and when requested. This may involve providing extra staff and logistical support of the centre if it needs to remain functioning long-term.

### 8.6.3 County Council

Provision of logistical support, management group representation, transport and welfare response and possibly taking over the provision of the centre if long-term. May also provide an ILO.

## 9.0 Communication

### 9.1 Media Management

The press and media will require special attention from the first stage of an incident. If prompt and accurate briefings are given they can be of enormous help in handling an incident.

## 9.2 Communication with local stakeholders

It is key that either the red phone holder or emergency planning officer assess the stakeholders that need to be notified of an ongoing incident. Local stakeholders that should be considered are: Elected Members, Parish Councillors, Parish Council chairs and Parish leads for emergencies.

## 9.3 Communications with the Public

Communicating with the public is an essential component for an effective emergency response. It must be timely, accurate and clear and the information must get out to people of all generations. As such, a communications representative should be present at Emergency Management Team (EMT) meetings and the BECC should have representation. Communications with the public can take the form of:

- Council website alerts
- Social media updates
- Media and press announcements
- Switchboard messages

## 9.4 Telephones REDACTED

## 9.5 Contingency Telecommunications Provision REDACTED

## 9.6 Mobile Telephone Privileged Access Scheme (MTPAS) REDACTED

## 9.7 Airwave REDACTED



## 10.0 Recovery

### 10.1 Post Incident and Recovery Management

It is essential to keep records (reports, memoranda, letters, emails, record of phone calls and so forth) throughout the emergency, not only to facilitate the debriefing process and any lessons learned, but importantly, to provide evidence for any subsequent inquiry, be it judicial, public, technical inquest or of some other format.

The master narrative will keep a record of all events, communications, decisions, the reasoning behind key decisions and upon whose authority, with any actions taken clearly logged. In addition, each functional team should maintain its own records. The Borough Emergency Coordinator is responsible for the collation and security of the records, and also for ensuring the retention of those documents that existed prior to the emergency, which may be relevant. An inquiry could take place or last several years following the incident when key participants have moved on.

Good record keeping serves a further purpose, whether or not there is a formal inquiry. It allows lessons to be identified and made more widely available for the benefit of those who might be involved in future emergencies. Additionally, Waverley's Senior Management Team will want to ensure that there is appropriate follow-up to any lessons that emerge from the debriefing process. This might include revision of plans and procedures, training, further exercises and the strengthening of liaison with the other responding agencies.

All major emergencies are treated as a crime scene until the contrary is established; therefore scene preservation is essential from the outset.

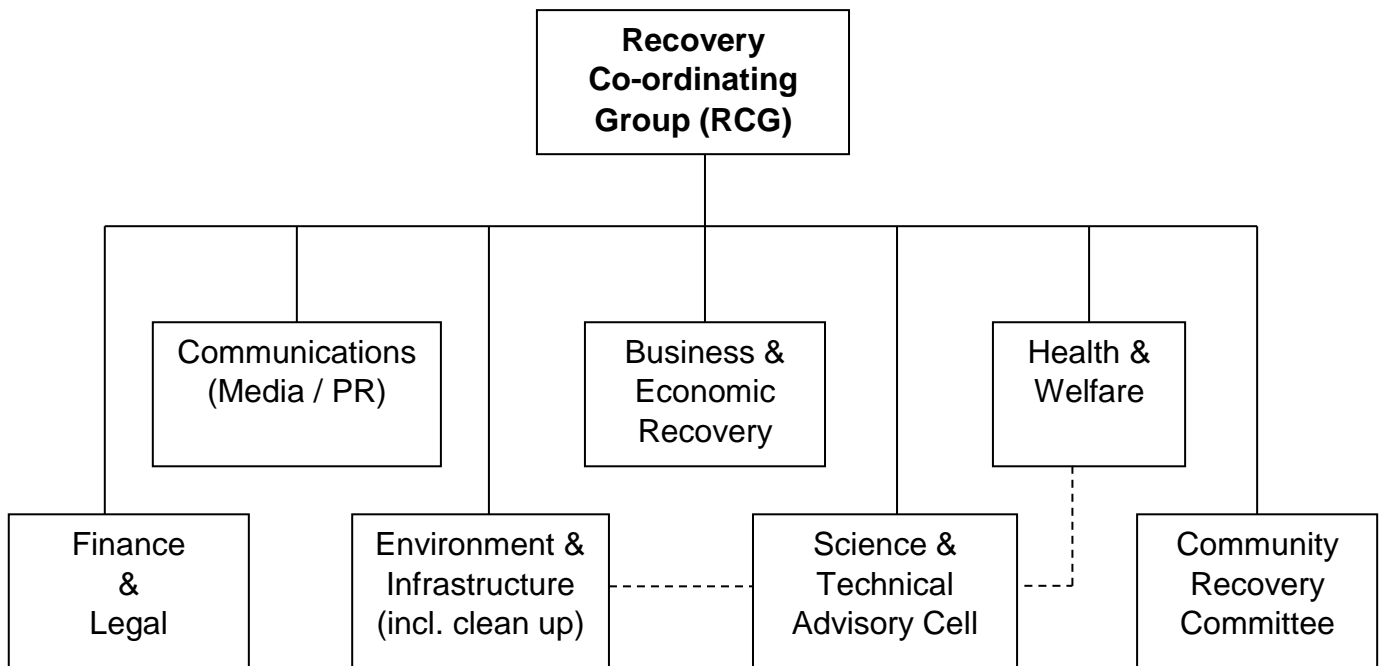
#### 10.1.1 Recovery Co-ordination

During the early stages of the response to a major emergency, a Recovery Co-ordinating Group (RCG) may need to be established to consider the strategy and issues for a return to a new normality. A senior local authority representative will normally chair the RCG.

The RCG will need to consider a wide range of issues including:

- Strategies for delivering normal services
- Reallocation of senior staff responsibilities
- Establishing specialist sub-groups for long term recovery
- Long term pressures on housing
- Implications of, and solutions to, any lack of resources
- Implementing mutual aid arrangements
- Comprehensive liaison
- Focus for decisions on appeals, memorials and anniversaries
- Assistance to local business
- Strategy for disengagement from direct intervention in recovery

The RCG will consist of representatives of both local and central government bodies. The diagram below gives an idea of the functional groups.



Local authority assistance in the recovery phase may continue for some time and become integrated with the day-to-day activities of the respective departments. It is difficult to define when an emergency has ceased and normality restored. In practical terms, an emergency moves into the recovery phase when life is no longer at risk and restoration to a new normality can begin.

#### 10.1.2 Debrief and Post Incident Report

At the end of the incident, the heads of each functional group will debrief staff, to see what went well and not so well regarding their area of responsibility. They will then hold a debrief for all staff who were involved in the response and look at issues that affect two or more areas and links with other organisations. Waverley Borough Council will also attend inter-agency debriefs. Minutes will be made of all debriefs.

Once all debriefs have been carried out, the Chief Executive will commission a post-incident report to include:

- A summary of the incident
- Alerting process
- The council's response
- Co-ordinating arrangements
- Lessons learned
- Recommendations for future improvement

The Chief Executive will then decide whether or not to implement the recommendations, or to refer the report on to other stakeholders (internal and external), this includes elected members.

## 10.2 State of Readiness – Annual Review

The Senior Management Team should want to see an annual review of Waverley Borough Council's general state of readiness for a major emergency. The Emergency Planning & Resilience Team should fulfil this by co-ordinating with the County Emergency Management Team.

The review should ensure that:

- a) Lead Officers are satisfied that their deputies and any other key officers are familiar with the Borough Emergency Plan.
- b) Staff lists, addresses and telephone numbers have been updated.
- c) Lead Officers and staff have been advised of their roles, duties and responsibilities in an emergency and, where applicable, have received training in their emergency role.
- d) Amendments to the Borough Emergency Plan have been incorporated in those copies held in departments.
- e) A physical check has been made of the Borough Emergency Control Centre equipment, stationery, and other items therein.
- f) Information on potential Evacuation Centres has been reviewed, and where necessary, updated.
- g) A physical check has been made of Evacuation Centre boxes.

An Emergency Preparedness Certificate should be completed following the annual review. See Annexe 7.

**Annexe 1 – METHANE Form**  
**Information Required When Notified of an Emergency**

Time	Date
Organisation	
Name of Caller	Tel No

<b>M</b>	Major incident	Has a Major Incident been declared? <b>YES/NO</b> <i>(If no, then complete ETHANE message)</i>	
<b>E</b>	Exact Location	What is the exact location or geographical area of incident	
<b>T</b>	Type of Incident	What kind of incident is it?	
<b>H</b>	Hazards	What hazards or potential hazards can be identified?	
<b>A</b>	Access	What are the best routes for access and egress?	
<b>N</b>	Number of casualties	How many casualties are there and what condition are they in?	
<b>E</b>	Emergency Services	Which and how many emergency responder assets/personnel are required or are already on-scene?	

What is required of WBC (ILOs, RCs etc.)?	
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**Annexe 2 – Emergency Action Flow Chart REDACTED**  
*Overview for Chief Executive or Director initiating first response*

**Office Hours**

Annexe 3 – Major Incident Cascade Callout **REDACTED**

**Out of Hours**

Annexe 4 – Major Incident Cascade Callout **REDACTED**

ANNEXE 5 – Borough Emergency Control Centre (BECC) **REDACTED**

# ANNEXE 6 – INCIDENT EVENT LOG

LOCATION:

DATE:

PAGE

of

TIME	ACTION	BY WHOM

LOG KEEPER NAME.....Signature.....

## ANNEXE 7 – Emergency Preparedness Certificate

SERIAL	ACTION	YES	NO	COMMENTS
1.	All contacts within the Emergency Contacts list are current.			
2.	SMT members have access all relevant emergency planning documentation. Test completed of a process within the documentation			
3.	SMT and emergency support staff have been advised and briefed on their roles, responsibilities and duties in an emergency.			
4a.	A physical check of the Emergency Control Centre. Should including equipment, IT, telephony and stationery.  Business resilience of IT infrastructure should be tested.			
4b	Test virtual BECC via Teams or Zoom.  Check administrator can setup and record meetings			
5.	Aerial mast has been physically inspected by a competent authority			
6.	Local service recovery plans, have been checked and updated.			

Signed: .....