Sevenoaks
DISTRICT COUNCIL

MAJOR EMERGENCY PLAN
Version 11.0

Part 5.3
Emergency Centre Operations

APRIL 2014

SEVENOAKS DISTRICT COUNCIL
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Contents

1.0 - DISTRICT EMERGENCY CENTRE OPERATIONS
SDC TACTICAL CONTROL

1.1 - LOCATION & ACCOMMODATION

The Conference Room on the ground floor of the District Council offices in Sevenoaks is designated to be the District Emergency Centre.

See http://www.sevenoaks.gov.uk/documents/how_to_find_us.pdf for location of the Argyle Road Offices

The District Emergency Centre will be activated when directed by the District Emergency Coordinator and according to the procedure described in Part 5.1, Section 1.3.

A plan of the proposed layout of the Conference Room when used as the District Emergency Centre is at the end of this document.

The staffing of the District Emergency Centre is described in Section 4.0 below.

Note: The Conference Room is used for training courses, meetings and social functions. If required for emergency use, any other use will cease immediately.

1.2 - ALTERNATIVE ACCOMMODATION

The Emergency Control Room on the lower ground floor of the Council Offices can operate as a 'mini District Emergency Centre' if required for smaller incidents and in the initial stages of major incidents. The Ishihara Room could also be used in combination with the Emergency Control Room.

If it impossible to use the Argyle Road office building, the training room at Dunbrik Depot, Sundridge would be used. It has the advantage of being on a different telephone exchange from the main office. However, it lacks the display equipment and communications systems that are available in the Council Offices.

1.3 - ACCESS DURING NORMAL WORKING HOURS

The accommodation used for the District Emergency Centre is open during normal working hours with the exception of the Emergency Control Room. Keys to the Emergency Control Room are kept in the key-box in the Property Section and can be obtained on the authority of the Chief Executive. The Head of Parking & Surveying and the District CCTV office also holds keys.

1.4 - ACCESS OUTSIDE NORMAL WORKING HOURS

Outside normal working hours the office building is locked and an intruder alarm system is operative. To gain access in these circumstances contact the staff in the CCTV Control Room using the entry-phone system at the top of the spiral staircase in the Gordon Road staff car park or in the underground car park.

1.5 – TELECOMMUNICATION SYSTEMS

See Section 5.7 of this Major Emergency Plan

1.6 - STATIONERY, LOGS, ETC.

Logbooks, message pads and all forms needed during an emergency, stationery and office equipment are kept in cupboards in the Conference Room

Copies of the plans of other organisations, Home Office/Cabinet Office guidance, telephone directories, etc., are kept in the Emergency Control Room.

1.7 - FURNITURE

In addition to the tables in the conference room there may be additional tables available from the Facilities Management team.

1.8 - MAPS AND DISPLAY

Maps of the District are in the plan portfolio in the conference room. Detail maps can be obtained from the GIS team.

Additional white boards are available from the Emergency Control Room and flipcharts are available from the Facilities Management Team.

1.9 - WELFARE

The welfare of the staff working in the District Emergency Centre, including refreshments, setting of rotas, working hours etc. will be coordinated by the Support Manager (See Section 4.2.6 below).

The Support Manager must keep a record of starting and finishing times of staff in the District Emergency Centre and to arrange rotas for 24 hour working if necessary. A *Major Emergency Staff Duty Log* is provided in the District Emergency Centre to assist in this. At changes of District Emergency Centre staff, a period of time for hand-over from one 'shift' to the next will be made available for briefing the incoming 'shift'.

1.10 – HEALTH & SAFETY

For information on the health and safety of responders, both on site and within the Council Offices, see Part 1, Section 1.3

2.0 – ACTIVATION AND CLOSEDOWN

2.1 - ON ACTIVATION

When the District Emergency Centre is open and activated, all staff should be informed (probably by 'all staff' e-mail) that calls related to the emergency should be directed to the District Emergency Centre. The Contact Centre must also be informed and they must be informed of the relevant extension numbers for calls to the District Emergency Centre. See *Part 5.2 – Contact Centre Emergency Response Plan*.

2.5.3 - CLOSE DOWN

There will come a time when the emergency diminishes to a point when the work can be absorbed into the normal working of the Council and the District Emergency Centre can be stood down. The decision to stand down the District Emergency Centre will be taken by the District Emergency Coordinator in consultation with the Crisis Management Team.

The Human Resources team will be responsible for arranging for the District Emergency Centre staff to return to their normal work and the Facilities Management team will be responsible for returning the Conference Room to its pre-emergency state.

See also *Part 5.8 - Human Resources Plan*.

When the District Emergency Centre is closed down, all staff should be informed (probably by 'all staff' e-mail) that calls related to the emergency should be dealt with in the Departments. The Contact Centre must also be informed.

3.0 - RESOURCE MANAGEMENT

3.1 - GENERAL
As described elsewhere, the underlying principle of the division of roles and responsibilities is that everyone does their normal job, albeit in exceptional circumstances. This principle extends to the acquisition, deployment and management of resources because these officers will know what resources are required to undertake their function.

3.2 - RESOURCE CO-ORDINATION
The responsibility for the acquisition of physical resources lies with the team that will use them as they know what resources they have and where to obtain additional resources if required. However, there should be co-ordination between teams so that the duplication of physical resources is avoided. The Audit and Efficiency Manager should undertake this coordination.

Due regard must be given to the 'Bellwin' rules (see *Part 5.6 – Finance, Insurance & Legal*) which details what is, and is not, eligible expenditure under the Bellwin Scheme.

The management of human resources is the responsibility of the HR Team.

Sevenoaks Direct Services (SDS) carry out their own resource management arrangements, although assistance can be sought from the District Emergency Centre and/or the HR Team. They are also responsible for the regular audit and maintenance of the Emergency Store at Dunbrik Depot.

3.3 – RESOURCE ADMINISTRATION
Similarly to Section 3.2 above, the administration of resources, the deployment and monitoring of resources is the responsibility of the team utilising that resource.

4.0 DISTRICT EMERGENCY CENTRE STAFFING AND ROLES

4.1 - KEY STAFF ROLES

	Key Staff	Substitute
District Emergency Coordinator	Pav Ramewal or Richard Wilson or Kevin Tomsett or Joe Brooks	Chief Officer
Assistant District Emergency Coordinator	Richard Wilson or Kevin Tomsett or Joe Brooks or Alex Dawson	Chief Officer or Head of Service
Information Manager	Jim Carrington-West	IT Manager or substitute
Support Manager	Syreeta Sandhu	HR Representative
Media Manager	Lee Banks / Daniel Whitmarsh	Communications Representative
Emergency Centre Secretary	MT PA or Secretariat	
Support Officer	Emma Vincent	Facilities Management Representative
GIS Officer	Fraser McGregor	GIS Support Technician
IT & Telecomms Officer	Michael Laver-Smith	IT Team
Security Officer	Facilities Management Representative	Facilities Management Representative

FUNCTION COORDINATORS

FUNCTION COORDINATORS		
Emergency Planning	Head of Parking & Surveying Kevin Tomsett	Chief Officer Richard Wilson
Financial Services and Advice	Chief Officer Adrian Rowbotham	Head of Finance Helen Martin
Council Property	Chief Officer Jim Carrington-West	Property & FM Manager Andrew Robson
Health and Safety	Assistant EH Manager Glenys Shorrick	Chief Officer Pat Smith
Legal Advice	Chief Officer Christine Nutall	Legal Services Manager Leslie Roberts
Procurement	Audit, Risk & Anti Fraud Manager Bami Cole	FM Representative
Dangerous Buildings and Structures	Head of Parking & Surveying Kevin Tomsett	Building Control Manager Joe Brooks
Housing	Chief Officer Pat Smith	Housing Advice & Standards Manager Jane Ellis
Transportation	Chief Officer Richard Wilson	Parking Manager Gary Connor
Direct Services	Chief Officer Richard Wilson	Head of Direct Services Ian Finch
Environmental Health	Environmental Health Manager Annie Sargent	Assistant EH Manager Glenys Shorrick Or Assistant EH Manager Alex Dawson
Development Control	Chief Officer Richard Morris	
Community Issues	Chief Officer Lesley Bowles	

4.2 – SPECIFIC ROLES

The Council team which responds to a major emergency is divided into three parts, the Crisis Management Team, the District Emergency Centre Operations team and the Forward Control Point team. Specific roles within the District Emergency are detailed below.

4.2.1 - DISTRICT EMERGENCY COORDINATOR

The District Emergency Coordinator will be the Council's Chief Executive, or an Officer nominated by him. The Emergency Coordinator will have overall responsibility for coordinating the local authority response to a major emergency occurring within the District. This will be done through an Emergency Management Team that the District Emergency Co-ordinator will lead.

- Assess the nature and the scale of the emergency and decide the nature and level of response needed from the Council.
- Ensuring that the council's response actions are appropriate, proportionate and (where applicable) integrated with a broader multi-agency response.
- Assume overall control of, and responsibility for, the Council's response to the emergency, chairing the Crisis Management Team (CMT) (Strategic Level control).
- Liaise with Elected Members as appropriate and chair briefings for Members if required.
- In consultation with the Media Manager be responsible for all public and media information relating to the Council's activities including any spokesperson(s) nominated for media interviews.
- In liaison with the Assistant Emergency Controller and others, decide on the appropriate time to stand down and close the District Emergency Centre
- Appoint the Recovery Management Team

4.2.2 - ASSISTANT DISTRICT EMERGENCY COORDINATOR

To act as the immediate assistant to the District Emergency Coordinator, agreeing the tactical approach to the emergency and deputising where needed. This role will relieve the District Emergency Coordinator of the operational duties of the District Emergency Centre and ensure that the centre implements suitable actions to meet the agreed tactics detailed by the District Emergency Co-ordinator.

Additionally, the Assistant District Emergency Controller will also ensure that all aspects of the centres' operation, including key information provision and communication capability, are running smoothly and efficiently.

4.2.3 - INFORMATION MANAGER

The Information Officer is responsible for obtaining, collating, storing and producing the information needed by the Crisis Management Team and the Emergency Centre Operations Team. He needs to be fully briefed on the situation prevailing at all times. He should read all important messages passing through the Emergency Centre. He will carry out the following duties:

- Make alerting calls required as part of the alerting cascade.
- Manage and participate in the operation of the message and information processing system in the District Emergency Centre (See Section 5)
- Assist in providing the Crisis Management Team with appropriate information to aid them in decision-making.
- Undertake such liaison as may be required as a result of the above activity.
- Assist in executing the instructions of the Crisis Management Team.
- Maintain records of all emergency activity (including expenditure) and at the closing down of the District Emergency Centre assist the Support Manager to secure all logs, files and other records for future scrutiny.

4.2.4 - INFORMATION OFFICERS – BOARD MARKERS, LOGGER, MESSAGE HANDLERS

The Information Officers will support the Information Manager. Specific officers will perform allocated duties of Logger and Board Markers. Principal duties include:

- Proceed to the District Emergency Centre
- Record and manage, using the message forms and log, all telephone and other messages coming into the District Emergency Centre for the duration of activation (See Section 5 below).
- Receive log copies of all messages and ensure that they are properly recorded and actioned. (See Section 5 below).
- Read messages flowing into and out of the District Emergency Centre and brief the Information Manager.
- The person nominated to be responsible for the display will set up maps, charts and visual displays and keep them constantly updated.

4.2.5 - INFORMATION TEAM - CONTACT CENTRE STAFF

- Carry out normal call centre and switchboard duties.
- Manage the activities of the contact centre
- Manage the Customer Service provision for business continuity
- Provide advice to the District Emergency Coordinator on formal complaints arising from the response

See also *Part 5.2 – Contact Centre Emergency Response Plan*.

4.2.6 – SUPPORT MANAGER

This will normally be the HR Manager assisted by the FM Team.

- Make alerting calls required as part of the alerting cascade.
- Proceed to the District Emergency Centre and supervise its correct setting up as quickly as possible.
- Notify the District Emergency Coordinator when the District Emergency Centre is operational and, with the Emergency Planning Officer, review the success of the emergency call-out.
- Assist in providing the Crisis Management Team with appropriate information to aid them in decision-making.
- Ensure staff rotas are established and maintain a record of staff on duty in the Emergency Centre in the appropriate log book.
- Arrange refreshment for all staff in the centre and oversee staff welfare and health and safety generally during and after the emergency.
- Provide printing service in support of the response
- Maintain the operation of the premises used as the District Emergency Centre
- Assist in the provision of welfare to the staff in the District Emergency Centre
- Provide portering service (see Section 4.2.15 below), including building security (see Section 4.2.14 below), to facilitate the use of the Council Offices for the duration of the incident
- Shut down the District Emergency Centre following stand-down at the end of the activation, ensuring that all equipment is returned to store and that all consumables are replenished ready for the next activation.

4.2.7 - FUNCTION COORDINATORS

Emergency Planning Function

- On receipt of a warning, to alert District Council Departments and other organisations
- Establish a Forward Control Point (FCP) if required and send appropriate staff
- Deploy volunteers from the Voluntary Sector and the Community Response Teams
- Liaison with Kent County Council Emergency Planning Unit
- Regularly review and maintain the Council's Major Emergency documentation
- Devise and organise a training programme for emergency planning, response and recovery issues (see *Part 12 – Training & Exercising*)
- Provide advice to the District Emergency Coordinator on emergency planning, response and recovery issues

Finance Function
See *Part 5.6 – Finance, Insurance & Legal* Plan

Property Function
- Provide advice to the District Emergency Coordinator on property issues
- Arrange for full repairs to District Council premises

Health & Safety Function
- Provide advice to the District Emergency Coordinator on health and safety and risk assessment issues

Legal Function
See *Part 5.6 – Finance, Insurance & Legal* Plan

Procurement Function
- Procure goods and services in support of the response and maintain financial records of this expenditure

Dangerous Buildings & Structures Function
See *Part 6.3 - Dangerous Structures & Building Control* Plan

Housing
See *Part 6.2 - Housing & Homelessness* Plan

Transportation Function
- Establish liaison with Kent County Council Highways
- Establish liaison with transportation service providers as required
- Arrange for full repairs to local authority recreational land
- Arrange for full repairs to District Council countryside property
- Provide advice to the District Emergency Coordinator on transportation issues

Direct Services Function
- Manage the activities of Sevenoaks Direct Services
- Maintain financial records of Direct Services expenditure
- Establish liaison with Kent County Council for the supply of additional resources as necessary
- Provide labour, or arrange for the supply of labour, for carrying out of appropriate emergency works
- Maintain and replenish sufficient stock materials, or arrange for the supply of all materials, for the carrying out of appropriate emergency works
- Provide a transport service using the general fleet and service vehicles
- Assist in the establishment of road closures and traffic management measures, clear debris and restore highways if required

Environmental Health Function
See *Part 6.1 – Environmental Health Response Plan*

Development Control Function
- Provide advice to the District Emergency Coordinator on drainage issues
- Provide advice to the District Emergency Coordinator on planning and reconstruction issues
- Provide advice to the District Emergency Coordinator on countryside issues (including trees generally)

Community Issues Function
- Provide advice to the District Emergency Coordinator on issues involving wider community safety
- Establish liaison with community groups and the voluntary sector, particularly relating to the recovery phase
- Establish liaison with Sencio Community Leisure

4.2.8 - MEDIA MANAGER
The Media Officer will attend the District Emergency Centre and determine the Council's media relations policy. He will be supported, if necessary, by Media Officer(s). The Media team will work closely with the Crisis Management Team and the District Emergency Coordinator.
See *Part – 5.5 Media & Public Warning & Informing Plan*

4.2.9 - MEDIA OFFICER(S)
To support the activity of the Media Manager.

4.2.10 - EMERGENCY CENTRE SECRETARY
- Provide secretarial support to the District Emergency Coordinator
- Take minutes and notes of meetings and briefings and produced typed and printed copies as required
- Produce situation reports (SITREPS) as instructed by the District Emergency Coordinator and the Assistant District Emergency Coordinator
- Produce other documents as required

4.2.11 - SUPPORT OFFICERS
- Support the activity of the Support Manager.

4.2.12 - GIS OFFICER
- Access suitable GIS data and display on the display equipment in the District Emergency Centre
- Provide maps and associated GIS data in hard copy for use in the District Emergency Centre
- Support the IT & Telecomms Officer

4.2.13 - IT & TELECOMMS OFFICER

The Communications Officer will be responsible for all incoming and outgoing communications systems in the Emergency Centre. They will perform the following functions:

- Alert Call Centre staff.
- Proceed to the District Emergency Centre.
- Set up the furniture and equipment in the District Emergency Centre.
- Set up the telephone system in the District Emergency Centre.
- Ensure that all phone and other communications systems are manned and operational
- Ensure that radios, satellite phones, etc, are operational.
- Co-ordinate the issue of communications equipment and give instructions on use.
- Provide IT support to the District Emergency Centre
- Provide and manage all necessary IT circuits and equipment
- Provide and manage all necessary telecommunication circuits and equipment
- Provide advice to the District Emergency Coordinator on IT & telecoms issues
- Support the GIS Officer
- On closure of the Emergency Centre, ensure that all equipment is returned.

See also *Part 5.7 – Resilient Telecommunications Plan*

4.2.14 - SECURITY

- Be responsible for the general security of the District Emergency Centre.
- Monitor all authorised persons entering the District Emergency Centre and maintain a record.
- Ensure that no unauthorised persons are allowed to enter the District Emergency Centre.

4.2.15 - MESSENGERS

- Act as carriers of hard-copy messages etc within and between Council buildings and elsewhere, as required.

5.0 – INFORMATION PROCESSING

5.1 - GENERAL

Pre-printed three-part message forms will be provided in the District Emergency Centre for information processing. The instructions for using these forms are shown below. They are also provided in the logbook folders.

5.2 - PROCEDURES FOR USING THE 3-PART MESSAGE FORMS

5.2.1 - MESSAGES GENERALLY – 'ACTION' ITEMS

1. Dependant on the type of message:

For an incoming message, note who it is from, reference, phone number etc. in the relevant spaces.	For an outgoing message, (not linked to an incoming message) write *OUTGOING* under the *Subject Heading*.
Record your name in the *Taken by* box.	Record the message originators name in the *Internal/From* box

2. Mark the top of the sheet with the word PRIORITY if it is judged important enough. Mark the top of the sheet with CALL BACK if a call back is required.
3. Pass all three copies to the logger.
4. Logger to select the next available Log Ref No from the Log Grid Sheet putting a single diagonal line through that box on the grid and enter the number on the Message Form.
5. Logger to put the blue copy in the Information Manager tray.
6. Logger to complete the log sheet and put the pink copy in the log file
7. Logger to pass the white copy to the appropriate person for action
8. The person receiving the white copy will make the appropriate decisions, arrange the appropriate actions and record these decisions and actions on the white copy. If appropriate, record when the actions required are complete. When complete, return the white copy to the Information Manager.
9. The person receiving the blue copy, the Information Manager, should note the contents of message, arrange for the boards to be marked appropriately by the board markers, complete the centre section of the form and retain the form.
10. Information Manager. When the white copy returns, match with the corresponding blue copy, and pass to the logger.
11. To the logger. When the white and blue copies return, mark a diagonal line on the Log Grid Sheet to form a cross, complete the log sheet and file the white copy and the blue copy with the pink copy in the log file.
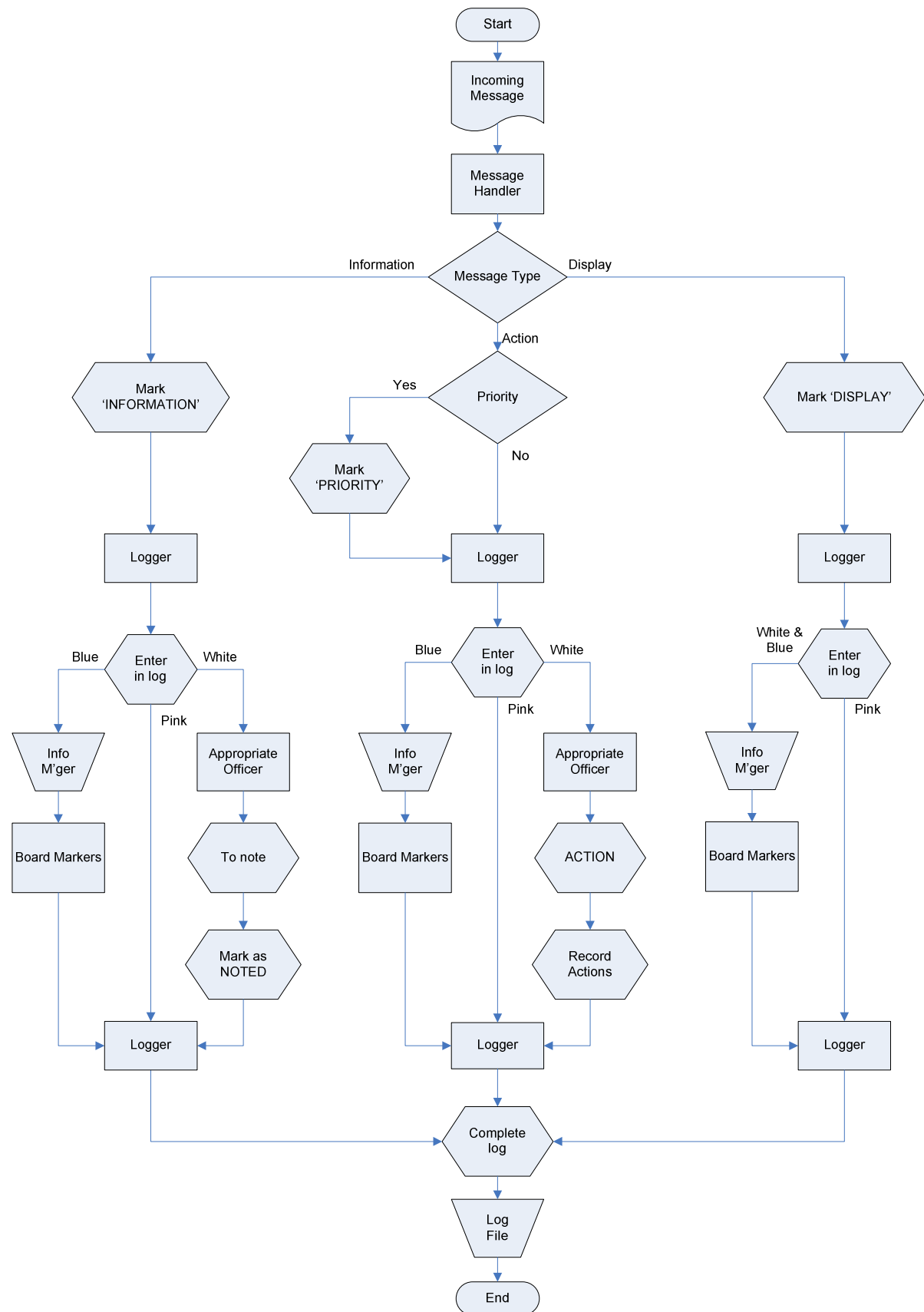
5.2.2 - INFORMATION ONLY ITEMS

1. Enter the addressee in the *OUTGOING* box. Record the message originators name and details
2. Mark the top of the sheet with the words INFORMATION ONLY
3. Pass all three copies to the logger.
4. Logger to select the next available Log Ref No from the Log Grid Sheet putting a single diagonal line through that box on the grid and enter the number on the Message Form.
5. Logger to put the blue copy in the Information Manager tray.
6. Logger to complete the log sheet and put the pink copy in the log file
7. Logger to pass the white copy to the appropriate person for action
8. The person receiving the white copy (the addressee) will note the information and write NOTED and sign or initial the white copy. When complete, return the white copy to the Information Manager.
9. The person receiving the blue copy, the Information Manager, should note the contents of message, arrange for the boards to be marked appropriately by the board markers, complete the centre section of the form and retain the form.
10. Information Manager. When the white copy returns, match with the corresponding blue copy, and pass to the logger.
11. To the logger. When the white and blue copies return, mark a diagonal line on the Log Grid Sheet to form a cross, complete the log sheet and file the white copy and the blue copy with the pink copy in the log file.

5.2.3- DISPLAY ITEMS

1. Mark the top of the sheet with the words DISPLAY ONLY.
2. Record the message originators name and details
3. Pass all three copies to the logger.
4. Logger to select the next available Log Ref No from the Log Grid Sheet putting a single diagonal line through that box on the grid and enter the number on the Message Form.
5. Logger to put the blue and white copies in the Information Manager tray.
6. Logger to complete the log sheet and put the pink copy in the log file
7. Logger to pass the white copy to the appropriate person for action
8. The person receiving the white and blue copies, the Information Manager, should note the contents of message, arrange for the boards to be marked appropriately by the board markers, complete the centre section of the form and pass to the logger.
9. To the logger. When the white and blue copies return, mark a diagonal line on the Log Grid Sheet to form a cross, complete the log sheet and file the white copy and the blue copy with the pink copy in the log file.

MESSAGE HANDLING FLOWCHART

Start

Incoming Message

Message Handler

Message Type

Information — Mark 'INFORMATION'

Display — Mark 'DISPLAY'

Action — Priority

Yes — Mark 'PRIORITY'

No

Logger

Logger

Logger

Enter in log

Blue — Info M'ger — Board Markers

White — Appropriate Officer — To note — Mark as NOTED

Pink

Enter in log

Blue — Info M'ger — Board Markers

White — Appropriate Officer — ACTION — Record Actions

Pink

White & Blue — Info M'ger — Board Markers

Enter in log

Pink

Logger

Logger

Logger

Complete log

Log File

End

5.2.4 - LOGGER INSTRUCTIONS

Message handlers and others will be completing the three-part Message Forms.

1. The Message Forms will be handed to the Logger.
2. Select the next available Log Ref No from the Log Grid Sheet putting a single diagonal line through that box on the grid and enter the number on the Message Form (see below).
3. Logger to put the blue copy in the Information Manager tray.
4. Logger to put the pink copy in the log file
5. Logger to pass the white copy to the appropriate person for action
6. When the white and blue copies return, match with the corresponding pink copy and file in the log file. Mark a diagonal line on the Log Grid Sheet to form a cross.

Completing the Log Grid Sheet

The first sheet **must** be numbered zero. This gives the log reference numbers 01 to 99

The second sheet is numbered one. This gives the log reference numbers 100 to 199

The third sheet is numbered two. This gives the log reference numbers 200 to 299

And so on

The Log Sheets

1. Enter the Log Ref Number, time and a synopsis of the message in the left half of the sheet on receipt of each Message Form or as soon as possible thereafter.
2. On the return of the white copy, complete the right half of the sheet.
3. Log sheets should be consecutively numbered.

6.0 – DISPLAY BOARDS AND BRIEFINGS

6.1 - THE DISPLAY BOARDS

There are four types of display board within the centre, each recording different types of information. Illustrated examples are given at 6.3 below.

6.1.1 - SITUATION BOARD

This board is designed to show the recognised current situation facing the Council at the moment. It is a high-level overview of the key issues, and is constantly updated to keep all team members up to date with what is going on now that is affecting them. The board does not hold any historical data, as this is transferred to dedicated History boards (if applicable), or nominated blank whiteboards or flip charts (see below). Actions that are completed should be checked to see if they impact on the situation board, even if it is for a short space of time before it becomes information for a history board or flipchart. Information for the situation board will be generated by a number of means, including message forms, logs and verbal briefing.

It is recommended that a dedicated Information Officer be assigned to look after this board, actively seeking data from these sources to ensure that the data remains current and pertinent. The Information Manager and Assistant Emergency Coordinator should ensure that the data is up to date and correct. Regular print-outs should be taken, noting the time and the date. Both Information Officers dedicated to the situation and action boards must strike up a good working relationship, to ensure that any completed actions are passed to the situation board or on a historical board from the action board, so information is not lost. Additionally, strong links with the Information Manager must be maintained to ensure that information is current, pertinent and free-flowing.

6.1.2 - FOCUS POINTS

A focus point is a short term tactical objective that is set by the Emergency Coordinator, based on the situation at hand and what the Council should be doing to respond in a reactive or proactive way. Multiple focus points can be defined to foster concurrent activity, thus making full use of the resources available within the centre and any time constraints. Focus points should be reasonably broad in nature, but be specific in their description. They should always start with an imperative verb (a "doing" word) and be in accordance with what the Council does in an emergency. Each focus point should be numbered individually to the left of the bullet point to assist in accounting and cross-referencing with the action board. Examples of focus points are detailed in 6.3 below.
It is recommended that only the Emergency Coordinator fill out this board, unless they instruct an Information Officer to do it on their behalf. All focus points should be agreed with the Assistant Emergency Coordinator.

6.1.3 - ACTION BOARD

The primary use of the action board is to record key actions that will deliver the focus points. Each action point should be a key action, and be cross-referenced with the relevant focus point. Actions are generated by relevant members of the team and are agreed with the Assistant Emergency Coordinator. Equally, the Assistant Emergency Coordinator may place actions on team members if necessary, agreeing the action before it is placed on the board. All actions should be assigned to a role within the room and should have an agreed estimated time of completion. If there are problems meeting the estimated time, it should be adjusted with the agreement of the Assistant Emergency Coordinator. Additionally, and problems with the delivery of any actions should be discussed with the Assistant Emergency Coordinator. Completed actions should have a completion time noted against them, then a lightly drawn line placed through the entire action to show it has been completed. Once printed, these completed actions can be erased, making room for more actions.

It is recommended that a dedicated Information Officer be assigned to monitor this board. Additionally, they should be empowered by the Assistant Emergency Coordinator to "chase up" actions that are nearing their estimated completion time. Regular print-outs should be taken, noting the time and the date. Both Information Officers dedicated to the situation and action boards must strike up a good working relationship, to ensure that any completed actions are passed to the situation board or on a historical board, so information is not lost. Additionally, strong links with the Information Manager must be maintained to ensure that information is current, pertinent and free-flowing.

6.1.4 - DEDICATED HISTORY BOARD
OR OTHER HISTORICAL/STATUS DATA

It is advisable for a centre to establish a means of capturing key historical data, or useful status data in relation to key services or deliverables. This is generally detailed in nature and become historical very quickly. Examples of this data include rest centre details, contact details of key personnel or contractors, shift rota details, or key headlines or historical facts or static data.

The use of a dedicated history board, or flip-chart paper, will serve to capture and display this accordingly. Care should be taken not to "clutter" too much of this information in the room, otherwise it may become confusing. Additionally, contradiction in data should be avoided at all costs. It is recommended that the dedicated situation and action board markers take on this additional duty, unless there is a clear need for an additional officer to take this on.

6.1.5 - STAR Board

This is an electronic board that can show a variety of data to compliment situational awareness. In general, it is used to display GIS data, maps and zones. It provides a good visual tool, with the opportunity to overlay other data such as rest centres, infrastructure, public buildings, flood zones, roads and key points of interest.

In general, a dedicated GIS Officer will operate this board, however, trained Information Officers may also undertake this role.

6.2 - BRIEFING TYPES

The Emergency Coordinator or Assistant Emergency Coordinator should use a range of briefing protocols enhance the dissemination of information and the imposition of leadership, ensuring that the individual, the team and the tasks to be performed are all aligned. There are three types of briefs that may be used, however, before any brief may be carried out, some preparation is required.

6.2.1 - PREPARING FOR A BRIEF

- Take a look at the brief you wish to conduct (see below). Make sure you understand the dynamics of what you want to say and how it is to be delivered.
- Ensure you carry out the following activities:
  o Consult your team, to ensure you are up to date with the current situation and action points. Have your focus points been delivered? Are there any points you wish to emphasise or highlight?
  o Review the options – what do we need to do next? The team will look to you to provide the necessary leadership in the focus points and the person who is asking for them to be done. Make sure your focus points and your approach are agreed with the Assistant Emergency Coordinator. It is important that you create a "coalition of minds" between you both.
  o Assess risks – are there any specific risks with your strategy that needs to be communicated? Make sure you point these out when you are giving your brief.
  o Decide your focus points and agree them with the Assistant Emergency Coordinator
  o Prepare visual aids if necessary – will the GIS data or a map help you?
  o Write up focuses on the boards AHEAD of your briefing and refer to them as detailed below.
  o Give a heads-up that a briefing will take place in the next minute or so and ask people to sit down, finish their telephone conversations and to give you their complete attention.

6.2.2 - THE PROTOCOL BRIEF

This is the initial brief given by the Emergency Coordinator that sets out the expectations of the Emergency Coordinator and how the room will operate. It also provides and overview of the situation and details the opening focus points.

The manner in which it is conducted is as follows:

- **Introductions** – a quick introduction by all the role holders of their names and what they will be doing. It may be desirable for any specific key responsibilities to be highlighted at this point
- **Expectations** – An opportunity for the Emergency Coordinator to quickly cover what their level of expectation is with regards to:
  - o Information and board management – the role of everyone to keep information flows open and to keep the boards and their logs up to date and to ensure that all messages and actions are logged on the message forms, and passed through the correct machinery of the centre.
  - o Briefing discipline – how briefs will be conducted in the future and what is expected of the team.
  - o Room protocols – any specific issues surrounding the way the room will work, such as noting when anyone leaves the room.
  - o The role of the Assistant Emergency Coordinator – making sure the team knows that they should use this person as the first point of contact if they have any problems or issues in delivering any actions.
  - o How focus points will be turned into actions – ensuring that the team is fully aware that they need to work with the Assistant Emergency Coordinator in turning the focus points into key actions which need to be monitored and delivered.
- **Outline Responsibilities of the Council** – A reminder of the key responsibilities of the Council in an emergency:
  - o The provision of humanitarian assistance, such as rest centres
  - o The provision of technical services and support
  - o Leading in recovery working
  - o Ensuring that critical function delivery can be maintained.
- **Situation** – referring to the situation board and any visual aids, detailing the situation as you understand it. Highlight any specific issues or risks that may affect the Council in delivering its response.
- **Focus Point** – Referring to the focus point board, detail your focus points, highlighting and specific measures you feel is necessary.
- **Questions** – ask for any brief questions about what you have asked, ensuring that everyone fully understands what needs to be done.

The brief can then be handed over to the Assistant Emergency Coordinator to agree top line actions with the team and to start the process of generating them. The Assistant Emergency Coordinator may choose to do this as an extension of the brief or by going around individually to team members.

6.2.3 - THE FOCUS BRIEF

These are (as required) regular briefs given by the Emergency Coordinator to provide an update on the situation and to detail any new focus points. Additionally, it may be used to emphasise focus points that are not being delivered or if special attention is required on a particular issue.

The manner in which it is conducted is as follows:
- **Situation** – referring to the situation board and any visual aids, detailing the situation as you understand it. Highlight any specific issues or risks that may affect the Council in delivering its response.
- **Focus Point** – Referring to the focus point board, detail your focus points, highlighting and specific measures you feel is necessary.
- **Questions** – ask for any brief questions about what you have asked, ensuring that everyone fully understands what needs to be done.

The brief can then be handed over to the Assistant Emergency Coordinator to agree top line actions with the team and to start the process of generating them. The Assistant Emergency Coordinator may choose to do this as an extension of the brief or by going around individually to team members.

6.2.4 - THE "TIME-OUT" BRIEF

A "time-out" can be called by the Emergency Coordinator or Assistant Emergency Coordinator to catch up on where the response is going. It is a very useful tool if the situation is becoming confused, and there is a need to quickly take a "health check" on where the team is at the moment in relation to situational awareness and action tracking.

It should be treated as an informal brief, with each team member being invited to verbally update where they are on their actions. The Information Manager should take notes and ensure that the boards reflect the brief. A focus brief can then follow shortly afterwards to refocus the team as necessary.
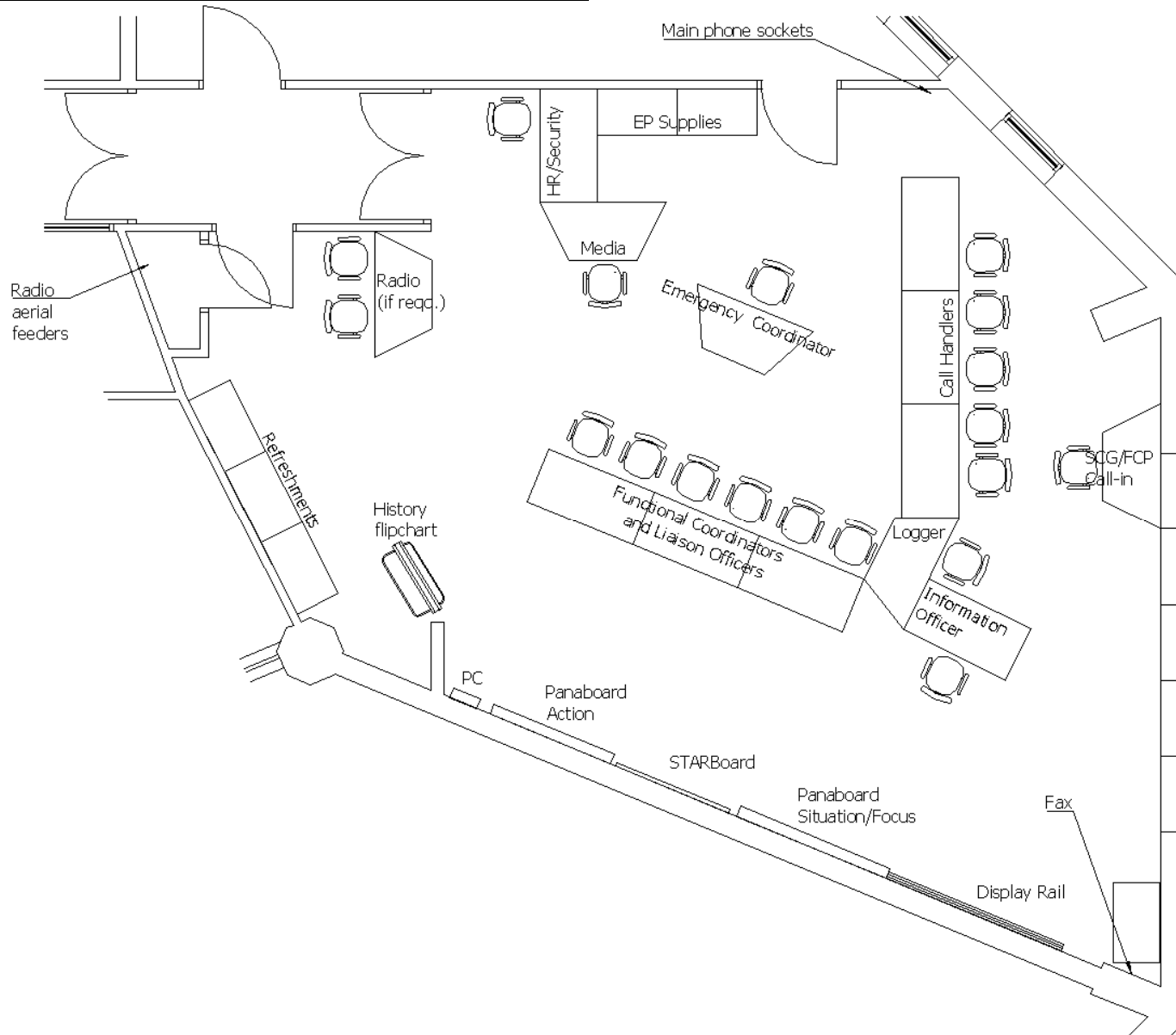
6.3 - EXAMPLES OF BOARD LAYOUTS AND INFORMATION

SITUATION	FOCUS POINTS
- Major flooding and severe weather affecting the area – see map for details - Evacuation in place with rest centres to be set up - Incident liaison established with emergency services at scene - Worried residents asking about sandbags and evacuation - Leader and CE requesting update	1. Activate Rest Centre 2. Formulate Comms tactics 3. Provide brief to leader and CE 4. Assess further response needs Time of Copy: 14:10 Date of Copy: 10/2/10

ACTIONS			Completion Time	
Time	Action	By Whom	Expected	Actual
14:20	1.1 Identify and activate suitable rest centre	Welf.Off	14:40	14:35
	1.2 Mobilise appropriate support services	WO	14:50	
	1.3 Advise when the centre is open	WO	16:00	
	2.1 Provide Q&A's to contact centre	Comms	15:00	14:50
	2.2 Write press statement and agree with Coordinator	Comms	15:00	
	2.3 Advise Police comms of key messages	Comms	15:10	
	2.4 Write staff briefing and publish	Comms	15:30	
	3.1 Agree briefing material and write brief for leader and CE	Comms	14:50	
	4.1 Check council response requirements against Local Flood plan and advise	Flood Officer	15:30	

Time of Copy: 14:55   Date of Copy: 10/2/10

7.0 - DISTRICT EMERGENCY CENTRE LAYOUT

Conference Room
Council Offices
Argyle Road
Sevenoaks
Kent
TN13 1HG

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