

SUBMISSION TO THE STRATEGIC OVERVIEW AND SCRUTINY COMMITTEE

Date: 16 March 2010

Agenda item: 6

Contact Officers: Rita Wilson / Nigel Walker

Phone: 01543 308100 / 308070

SUBMISSION BY THE CHAIRMAN (COUNCILLOR S G NORMAN) OF THE EMERGENCY RESPONSE TASK GROUP

EMERGENCY RESPONSE TO MAJOR INCIDENTS

1. Purpose of the Report

- 1.1 To provide Members with a summary of the information considered by the Task Group in relation to emergency response to major incidents and the recommendations that are being proposed.

2. Background

- 2.1 The Task Group meeting was held on 3 March 2010 with Councillors Mrs D English, P Hogan, K P Humphreys, I V Lewin and S G Norman present. An apology was received from Councillor R W Strachan. At the commencement of the meeting Councillor Norman was appointed Chairman.
- 2.2 Officers gave an overview of the current arrangements in place, including:-
- The Staffordshire wide arrangements under the auspices of the Staffordshire Resilience Forum (SRF)
 - The local plans and contingency procedures
 - The type of incidents dealt with
 - The working arrangements with other agencies and local authorities
 - The training and exercise events attended by officers and organised locally
- 2.3 Members were provided with a copy of the Service and Financial Plan for 2010 /11 for the Emergency Planning and Business Continuity service.
- 2.4 Members were advised that the Council, along with other Category 1 and 2 responders, contributes annually to running of the Staffordshire Civil Contingencies Unit. The cost is just over £14,000 per year, but this arrangement is currently under review, with regard to the status, role and funding of the Unit.
- 2.5 A variety of equipment and documentation was on display at the meeting, such as:-
- Rest Centre Grab Box
 - Bronze / On Site Grab Box
 - Personal Protective Equipment (PPE) Kit Bag
 - Civil Contingencies Act 2004, with related Regulations and Guidance
 - Staffordshire Community Risk Register
 - Variety of Staffordshire Wide Plans and Local Plans
- 2.6 A question was asked about whether waste nuclear materials were still transported by rail through the District. The Resilience Manager advised he would make enquiries and advise Members of the Task Group of his findings.

2.7 The Task Group particularly focused on the role of Elected Members in an emergency, and considered a draft guidance note that could be adopted by the Council. In addition the need to publicise the Council's arrangements was discussed, bearing in mind that in the recent Place survey, the public had indicated a low level of awareness regarding plans for action in a large-scale emergency.

2.8 The task group put forward a number of recommendations, outlined below.

3. Recommendations

3.1 The Task Group recommends the following proposals to the Committee

- That the arrangements in place at Lichfield District, in cooperation with our partners, to comply with the Civil Contingencies Act 2004 be noted (**see Appendix A**).
- That arrangements be made for Councillors to visit the Environment Agency's incident room at Fradley.
- That arrangements be made to publicise and provide information on major incident planning via In Touch around the third anniversary of the Summer Flooding 2007.
- That consideration be given to publicising the existence of satellite communications equipment for use in emergencies.
- That the Elected Members' Guidance (**Appendix A, Annex A**), as amended, for dealing with major incidents be endorsed and included in Councillors Induction Pack.
- That an event should be put on every two years for Members to raise awareness of the Guidance and arrangements in place.
- That the Elected Members' Guidance be circulated to Parish Councils for their information and use at local level, if they consider appropriate and that an item be placed on the Parish Forum agenda.

4. Community Benefits

4.1 Improved awareness by Elected Members and approval of formal guidelines will enhance communication with the electorate and also officers of the council.

5. Financial Implications

5.1 The financial implications for the Council are included in **Appendix A**.

6. Strategic Plan Implications

6.1 Improved Elected Member awareness and formal guidelines will improve lines of communication with their electorate and to support the outcomes of the Strategic Plan.

7. Risk Management Issues

7.2 The following specific risk has been identified as relevant to this report:-

Risk	Likelihood / Impact	Risk Category	Countermeasure	Responsibility
That Elected Members have	Medium	Legal – Compliance	Formal protocol for Elected	Strategic Director

<p>insufficient information in a timely manner to fulfil their roles in a major incident situation</p>		<p>with Civil Contingencies Act 2004</p>	<p>Members</p> <p>Multi agency partnership working as part of the Staffordshire Resilience Forum</p> <p>Internal audit requirements and checks</p> <p>Local Media Opportunities</p> <p>Press Releases</p> <p>In Touch</p>	<p>Organisational Development</p>
--	--	--	---	-----------------------------------

Background Documents:-

For background information refer to **Appendix A and Annex A.**

**SUBMISSION TO THE EMERGENCY RESPONSE TASK GROUP
FOR THE STRATEGIC OVERVIEW AND SCRUTINY COMMITTEE**

Date: 3rd March 2010

Contact Officers: Rita Wilson / Nigel Walker

Telephone: 01543 308100 / 308070

EMERGENCY RESPONSE TO MAJOR INCIDENTS

1. Purpose of Report

To provide Members with the opportunity:-

- To scrutinise the major incident response arrangements in place
- To consider the role of Elected Members in emergency planning
- To look at ways of enhancing public awareness

2. Background

Legislative Framework – Civil Contingencies Act 2004

The Civil Contingencies Act 2004 consolidated and up dated various legislation and regulations on the response of public bodies to emergency planning or major incidents. The aim of the Act was to "...deliver a single framework for civil protection in the UK capable of meeting the challenges of the 21st century".

The Act is split into two parts; Part 2 relates to emergency powers and in general sets out the powers of central government to make emergency regulations and covers their conditions, scope, limitations, duration, parliamentary scrutiny etc. It basically sets out a framework for the use of special legislative measures that might be necessary to deal with the effects of the most serious emergencies. Part 1 of the Act is the area that particularly relates to local government. This part of the Act defines an emergency / major incident, as follows:-

- An event or situation which threatens serious damage to human welfare in a place in the UK
- An event or situation which threatens serious damage to the environment of a place in the UK
- War or terrorism which threatens serious damage to the security of the UK

The focus of Part 1 is on local arrangements for civil protection and sets out roles and responsibilities for local responders.

Category 1 and 2 Responders

The legislation identified two levels of emergency responders:-

- Category 1 Responders – Police, Fire and Rescue, Ambulance Services, local authorities (Unitaries, Counties and District / Boroughs), Primary Care Trusts, Acute Trusts, Foundation Trusts, Health Protection Agency, Environment Agency

- Category 2 Responders – Utilities (electricity, gas, water, telephone service providers (fixed and mobile)), Transport (Network Rail, train operators, airport operators, Highways Agency), Strategic Health Authorities, Health and Safety Executive

Lichfield District Council as a Category 1 Responder is required to:-

- Assess the risk of emergencies occurring
- Put in place emergency plans
- Put in place business continuity management arrangements
- Put in place arrangements to communicate with the public
- Share information with other local responders to enhance coordination
- Cooperate with other local responders
- Provide advice and assistance to businesses and voluntary organisations about business continuity management

Civil Contingences Act Enhancement Programme

For Members' information there is currently a review process underway, due to the findings of crisis reviews, particularly the Pitt Review of the summer 2007 flooding. The Pitt Review indicated a number of areas of the Civil Contingences Act would benefit from review to ensure the legislation and supporting guidance continues to provide a modern, consistent and robust civil protection system. The areas under review cover:-

- Appropriate fit with other legislation
- Lessons identified from recent emergencies
- How to best capture and share good practice
- Broadening the scope of the legislation
- Improving compliance and performance management methods

Staffordshire Wide and Lichfield District Council Arrangements

In Staffordshire a Local Resilience Forum (Staffordshire Resilience Forum – SRF) has been established which includes all Category 1 and 2 Responders along with other relevant organisations. This Forum has set up various standing groups and uses task and finish groups for various project work.

The work at County level is coordinated by the Staffordshire Civil Contingencies Unit (CCU) and the Category 1 and 2 Responders make an annual contribution to the Unit's running costs. For District and Borough Councils this is based on population, Lichfield District Council currently pays just over £14k. Although the Unit is hosted by the Fire and Rescue Service, it is not classed as a Category 1 or 2 Responder. The Unit provides secretarial and administrative support to the SRF, coordinates countywide training and exercising, prepares Staffordshire wide plans, provides specialist advice and support and operational support during an incident. The structure and funding of the CCU is currently under review to ensure it is the best way of providing this service within Staffordshire. This will take into account the existing legislative framework and potential changes, the lessons learned from national and local emergencies as well as the ongoing need to strive for efficiency and effectiveness.

At Staffordshire level Lichfield District Council participates fully in the Resilience Forum structure and contributes to the production of plans and participates in the multi agency training and exercising. To give members a flavour there are plans / documents covering:-

- Community Risk Register – It is a requirement for each County area to have this type of register under the Civil Contingences Act
- Mutual Aid Provisions

- Flooding
- Chemical, Biological, Radiological and Nuclear (CBRN) Incidents
- Media Management
- Pipelines
- Humanitarian Assistance Centres
- Pandemic Influenza
- Recovery Plan

Also at Staffordshire level there have been a variety of training and exercising events, such as:-

- CBRN Exercise at Alton Towers, which we assisted in planning and sent observers and a team to run a rest centre
- Strategic (Gold Level) and Tactical (Silver) multi agency exercises for Leadership Team at Leicestershire County purpose built training suite
- Various Pandemic Influenza training and exercises
- Control of Major Accidents and Hazards (COMAH) exercise in South Staffordshire – we participated in the rest centre element
- Large scale exercise based on flooding scenarios in November 2009 (Exercise Whitewater)

When the Civil Contingencies Act was coming into operation as part of an internal reorganisation Lichfield District Council took the opportunity to establish a Risk and Resilience Unit within Organisational Development. The Unit includes a Health and Safety Manager, Health and Safety Advisor, Insurance Officer and a Resilience Manager (Nigel Walker). In brief it is the Resilience Manager's responsibility to ensure compliance with legislation, be a focal point for cooperation and sharing with other agencies, prepares plans and support service areas in the preparation of plans and facilitate training and exercising. This arrangement was in place during the flooding of 2007.

The Council has an emergency planning / business continuity champion in Rita Wilson (Director Organisational Development) with the day to day operational side being dealt with by the Resilience Manager. The Council also has a lead officer for on site (Bronze Level) liaison and coordination. This role has been taken up by Tim Matthews (Environmental Health Manager). The value of a representative at the scene to liaise with other agencies and to coordinate the District Council's response was vital during the 2007 flooding and in smaller scale incidents more recently ie residential fire with acetylene tanks involved and a small scale evacuation, near evacuation of a warden controlled premises due to a power cut and cold weather conditions. During the 2007 flooding there were several on site liaison officers active due to the widespread nature of the situation. We have a team of over 30 rest centre volunteers with a small group of senior officers who would manage and coordinate the set up and running of rest centres should the need arise. Special emergency response personal protective Equipment (PPE) has been issued to over 30 LDC employees.

Briefly, the command and control structure of an incident would be broken down as follows:-

- Multi-agency Gold, known in Staffordshire as the SCG (Strategic Coordinating Group) and this would be based at the Police HQ in Stafford
- Gold Team is the strategic management of the incident
- Silver Team is the tactical management
- Bronze Team is the operational / on site response

Although a flexible response to an incident is essential the initial response, often known as the life saving phase, would be led by the emergency services. The lead role would be passed to local authorities to deal with recovery and restoration.

At District level our work aims to be consistent and complement the Staffordshire Resilience Forum, we have more detailed and practical plans and localised training. The plans cover:-

- Major Incident response Command and Control
- Rest Centre Management
- Operation of a Major Incident Centre
- Action Sheets
- Business Continuity arrangements, particularly for identified critical service areas

At local level we have organised or facilitated training on:-

- Set up and running of a rest centre
- Business continuity awareness, plan writing and desk top exercise
- Major Incident Centre awareness, including test activation
- Flood wardens
- Swine flu briefing for potential volunteers to assist the Primary Care Trust, particularly for antiviral distribution
- Civil Contingencies awareness

We hold at the District Council House a variety of equipment to support our response to a major incident and to assist other agencies should the need arise, such as:-

- Rest Centre Grab Boxes
- Rest Centre bedding and overnight bags
- Small generator and pumps to back up facilities held in Environmental Health and Operational Services
- RAYNET Equipment (Radio Amateurs Kit)
- Spare Telephones (land line and mobiles)
- Satellite Telephone Equipment
- Spare Personal Protective Equipment

To give the Task Group some idea of the type of issues dealt with by the Council over the last few years, some examples are given below:-

- Foot and Mouth, support to partners and local implications 2001 and 2007
- Avian flu 2006
- Fuel disruptions, multi-agency planning and local contingency arrangements
- Floods summer 2007 – Multi-agency response to a variety of incidents in the District, led by Lichfield District Council
- Residential fire Beech Crescent, Burntwood – evacuation and small scale rest centre set up at the leisure centre – March 2008
- Near evacuation of warden controlled residential flats December 2008 due to power failure and cold weather
- Swine flu from April 2009, support to lead agencies and small tactical group established at LDC to deal with local implications, to consider escalation issues and requests for mutual aid
- Barn fire July 2009, initially thought asbestos and possible evacuation situation, determined no asbestos present and evacuation not necessary, Environmental Health and Operational Services dealt with leaflet drop and minor local clear up
- Various industrial relations issues ie postal strike 2007, Unison action, fire service action 2002 – internal contingency arrangements
- Numerous weather related incidents. The Council receives flood and weather warnings and depending on the circumstances internal escalation procedures are activated, which

can vary from identifying key staff availability to placing them on formal standby. We have had various levels of readiness in place over the last few years, for example, in mid-January 2010 heightened readiness due to poor weather and snow melt likely to cause surface water flooding

With the exception of the 2007 summer flooding, none of the above become major incidents for LDC although a number were significant issues at a national level. However, in all the cases we were either supporting local residents, ensuring we were ready to escalate our response, assisting partners and lead agencies and ensuring contingency arrangements were in place internally.

Role of Elected Members in a Major Incident

A number of Councils have formalised the involvement of Members in a major incident situation by the approval of a set of guidance notes. At **ANNEX A** is a draft guidance note which has been prepared for consideration. The guidance sets out the general expectations and gives some examples of pitfalls that Members may experience and should be aware of. During the 2007 flooding Members were kept well informed; particularly Ward Members and briefing papers were issued on a regular basis. The Leader of the Council and the Portfolio Holder were also consulted on a regular basis. Since then in relation to smaller scale incidents (particularly weather related) or incidents of a wider nature (eg swine flu) every effort has been made to keep Members well informed. Acceptance of **ANNEX A** would formalise existing good practice.

Public Awareness of Civil Protection Arrangements

There is a National Indicator No. 37 which assesses the levels of civil protection awareness in the local area. In 2008 as part of the place survey members of the public were asked the question:-

“How well informed do you feel about what to do in the event of a large-scale emergency?”

The options for the response were, very well informed; fairly well informed; not very well informed; not well informed at all and don't know.

The background to this question is set out below:-

“Local responders have been the forefront of work over the past few years to improve the UK's preparedness for emergencies. The delivery chain for civil protection comprises national, regional and local government; the public, private and voluntary sectors, together with citizens and their communities who work together to support public authorities. The building of frontline responders' capabilities to effectively plan for and respond to emergencies has become a crucial element of resilience activity. There are two other crucial components of an effective response that now need to be tackled. Citizens themselves being prepared, so that they can sustain their own safety and that of their families; and citizens being prepared to help neighbours and communities. An essential pre-condition to that will be citizens being made aware of risks in their areas (e.g. of flooding), and of relevant emergency plans (e.g. those of their local agencies). An informed public are better prepared to deal with the consequences of an emergency. The indicator is designed to measure the impact of local agencies arrangements for communicating/educating citizens regarding civil protection matters, by measuring how informed they feel, by local agencies, about what they should do in the event of a large scale emergency in their local area.”

The survey gave LDC a figure of 14.2%, this compares to the national average of 15.3%. For comparison purposes other Staffordshire neighbouring Councils were:-

- Cannock Chase District Council 12.6%
- East Staffordshire BC 20.6%
- Stafford Borough Council 12.3%
- Tamworth Borough Council 15.0%

This survey question in the LDC area was completed by 1,187 people and the % mark is based on the number of responders saying they are very well or fairly well informed.

This survey is required to be undertaken every two years and the next is due in 2010/11.

During the 2007 summers flooding considerable efforts were made around keeping the public, particularly in the effected areas well informed, with various press articles and releases and leaflet drops and public meetings in Elford and Fazeley. Although for a five week period there were a number of river flooding issues and surface water flooding, in practice the majority of the population and the main urban areas were relatively unaffected. If the flooding had been on larger scale the levels of awareness may have been considerably different.

Efforts are made to publicise the work of the Council on civil protection in the local media as opportunities arise and by use of the In Touch Magazine. The Staffordshire Civil Contingencies Unit also promotes the work undertaken at the County level.

It may be that when asked this question in a survey, people do not relate the work we have done to an understanding of how to react in a large scale emergency. However we should consider if there is anything further we could do in this area, bearing in mind we have no budget specifically allocated.

3. Community Benefits

Our community expect us to be able to react effectively and efficiently in our role as a Category 1 Responder, and by doing so we minimise potential harm to our area and people.

Improved Elected Member knowledge and communication with the incident management set up would be of benefit when they deal with the public during a crisis situation.

4. Recommendation

That the Task Group consider:-

- The arrangements in place at Lichfield District, in cooperation with our partners, to comply with the Civil Contingencies Act 2004
- The Elected Members' Guidance for dealing with major incidents, and make suggestions to improve intelligence and information sharing that may be included
- Whether there are ways of improving public awareness of major incident preparedness

5. Financial Implications

Any financial implications or commitments would need to be contained within existing budgets.

6. Strategic Plan Implications

There are no specific implications but Strategic Plan requires that the Council manages its risks.

7. Risk Management Issues

Risk	Likelihood / Impact	Risk Category	Countermeasure	Responsibility
That Elected Members have insufficient information in a timely manner to fulfil their roles in a major incident situation	Medium	Legal – Compliance with Civil Contingencies Act 2004	Formal protocol for Elected Members Multi agency partnership working as part of the Staffordshire Resilience Forum Internal audit requirements and checks Local Media Opportunities Press Releases In Touch	Strategic Director Organisational Development

Background Documents / Links:

Civil Contingencies Act 2004 and related Regulations and Non-Legislative Guidance

LDC Major Incident Plan

http://www.lichfielddc.gov.uk/site/scripts/download_info.php?fileID=3193

LDC Corporate Business Continuity Management Plan, Strategy and Policy Statement

<http://www.lichfielddc.gov.uk/site/scripts/downloads.php?categoryID=200039>

Staffordshire Prepared web site

<http://www.staffordshireprepared.gov.uk/>



MAJOR INCIDENT MANAGEMENT

GUIDANCE FOR ELECTED MEMBERS

Plan Owner: Nigel Walker – Resilience Manager
Plan Location: <http://hyperlink>
Review Date:
Version Number: 1

CONTENTS

1	Introduction	13
2	Objective	13
3	Background.....	14
4	Role of Lichfield District Council	15
5	Role of Members	16
6	Training.....	17
7	Useful Links	17

1 INTRODUCTION

The Council has a number of statutory obligations, which are set out in the Civil Contingencies Act 2004 (CCA) and the accompanying regulations. This includes the responsibility to have in place plans to respond to, and recover from, a major incident.

A major incident may occur at any time of day or night. It is vital that the Council is prepared and can respond at short notice; providing a coordinated range of services to those involved, including victims, relatives, friends and our own employees.

The Council has an established major incident planning framework in place which complements and is consistent with the multi agency arrangements of the Staffordshire Resilience Forum (SRF).

This document provides guidance to elected members when the Council is faced with a major incident and how members can assist in the Council's overall response. It also emphasises the valuable role that members can play in supporting their communities and using their local knowledge to identify any particular issues.

Should Members require any further information or wish to discuss this guidance note, please contact one of the following:-

Nigel Walker
Resilience Manager
Telephone 01543 308070
Email nigel.walker@lichfielddc.gov.uk

Rita Wilson
Strategic Director Organisational Development
Telephone 01543 308100
Email rita.wilson@lichfielddc.gov.uk

2 OBJECTIVE

The objective of this document is to:-

- Improve the knowledge and awareness of elected members
- Formalise and clarify the role of members

3

BACKGROUND

3.1 Major Incident

This is defined by the Civil Contingencies Act 2004 as:-

An event or situation which threatens serious damage to human welfare in a place in the UK, the environment of a place in the UK, or war or terrorism which threatens serious damage to the security of the UK

3.2 Category 1 Responders

These bodies are likely to be at the core of the response to most Major Incidents. As such, they are subject to the full range of civil protection duties in the Act. Category 1 Responders are:-

- Emergency Services
 - Police Forces
 - British Transport Police
 - Fire Authorities
 - Ambulance Services
 - Maritime and Coastguard Agency
- Local Authorities
 - All principal local authorities (i.e. Metropolitan Districts, Shire Counties, Shire Districts & Shire Unitaries)
 - Port Health Authorities
- Health Bodies
 - Primary Care Trusts
 - Acute Trusts
 - Foundation Trusts
 - Health Protection Agency
- Government Agencies
 - Environment Agency

3.3 Category 2 Responders

These are co-operating responders who are less likely to be involved in the heart of multi-agency planning work, but will be heavily involved in preparing for incidents affecting their sectors. The Act requires them to co-operate and share information with other Category 1 and 2 Responders. Category 2 Responders are:-

- Utilities
 - Electricity distributors and transmitters
 - Gas distributors
 - Water and sewerage undertakers
 - Telephone service providers (fixed and mobile)

- Transport
 - Network Rail
 - Train Operating Companies (passenger and freight)
 - London Underground
 - Transport for London
 - Airport Operators
 - Harbour Authorities
 - Highways Agency

- Health Bodies
 - Strategic Health Authorities

- Government Agencies
 - Health and Safety Executive

4 ROLE OF LICHFIELD DISTRICT COUNCIL

In the event of a major incident being declared the role of the Council would be to support the emergency services in the response to the incident and then to lead or support the recovery process. The recovery lead role would be determined after consultation and agreement between the relevant Chief Executives. If the scale of the incident was county wide or covering several Districts, Staffordshire County Council would most probably be the lead local authority. However, in certain circumstances, where the incident is confined to one District area, for example flooding, then the lead authority may be at District level.

Examples of the actions to be taken by the Council are given below:-

- Establish appropriate teams to manage the Council's response:-
 - Gold Team (Strategic Level)
 - Silver Team (Tactical Level)
 - Bronze Teams (On-site Level)
 - Recovery Teams
 - Rest Centre Teams

- Advise and cooperate with other local authorities
- Liaison with other Category 1 and 2 Responders
- Liaison with Regional and Government Departments
- Liaison with voluntary organisations
- Consideration of military support
- Coordination or support for the recovery and restoration process

More detailed information on the role of the Council is set out in the Major Incident Plan and this can be viewed at:-

<http://intranet.lichfielddc.gov.uk/site/scripts/downloads.php?categoryID=79>

ROLE OF MEMBERS

Every incident will be different and the role of Members will vary accordingly. There may be circumstances that require departure from this guidance; however, such departure should be for clear and definite reasons.

5.1 General Guidance

- All members will be notified of a major incident as soon as is practicable
- The Chief Executive or the Incident management Lead officer for the Council will ensure that the Leader of the Council, the Chairman of the Council and the relevant portfolio holder are kept up to date with the incident situation and the role being performed by the Council
- Members will also be consulted, if considered appropriate, on any specific roles with which they may be able to assist
- If Members have any specific skills, which they believe may be of use during the incident, they should advise the Chief Executive or the District Council officer lead for the incident
- If Members perform any role, relating to the incident, they will need to keep detailed records of any actions taken, as these maybe required as part of any investigation / review carried out afterwards
- Members need to be guided by the trained professional officers and must not act alone
- Patience is important, as often there is a period of confusion during the early stages of a major incident
- Members are welcome to visit the Council's Major Incident Centre, as observers, but need to remember that the Incident Management Team will be busy managing the incident
- It should also be remembered that, where circumstances permit, the Council will be making every effort to maintain its normal day-to-day activities, but depending on the circumstances some areas will be under particular pressure

5.2 Roles for Ward Members

Depending on the scale and type of incident, if specific geographical areas are affected, the ward members covering those areas will be contacted on a more regular basis.

- Local / specialist knowledge can be invaluable
- Help identify vulnerable people
- Channel of communication to / from the public
- Exercise community leadership
- Helping in rest / evacuation centres

5.3 Warning Notes

- **DO NOT** get involved, without liaising with the incident management team, Leadership Team, Chief Executive or the District Council's incident lead in the first instance
- **DO NOT** take on tasks which you are not trained for and which could be harmful (e.g. handling stressed people, media management)
- **DO NOT** put yourself and / or others in danger
- **DO NOT** adopt the role of trained / professional officers
- **DO NOT** jump to conclusions
- **DO NOT** make any statements which could be misinterpreted (it is important that we are able to substantiate anything written or said publicly)
- Take care not to give mixed messages / wrong information

5.4 Conclusion

The key is to be patient and supportive, and to liaise closely with the incident management team, Leadership Team, Chief Executive or the District Council's incident lead, as appropriate.

Also it is vital that actions taken by members are recorded as this log of information and actions may be valuable in any debrief and any possible subsequent inquiry into the management of the incident.

6 TRAINING

To ensure members are aware of the Council's role and responsibilities and how we complement and work with other agencies on emergency planning and major incident management, an awareness session will be held at least every two years for all members of the Council.

7 USEFUL LINKS

Staffordshire Prepared Web Site, which includes the Community Risk Register
<http://www.staffordshireprepared.gov.uk/>

Directgov – Preparing for Emergencies
<http://www.direct.gov.uk/en/Governmentcitizensandrights/Dealingwithemergencies/Preparingforemergencies/index.htm>

Cabinet Office – UK Resilience
<http://www.cabinetoffice.gov.uk/ukresilience.aspx>