

Gateshead Council Emergency Response Arrangements & Escalation Protocol

Reviewed December 2023

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1 Introduction

1.1 The term 'emergency' can mean a lot of different things to a lot of different people and organisations. What might start off as a normal day at work, could have the potential to escalate quickly to something that might be beyond normal capacity or capabilities and additional coordination or resources might be needed. This document aims to provide guidance on:

- What an emergency is and the type of incident the Council could be asked to respond to
- What the Council has in place in relation to emergency response arrangements
- What the potential triggers are for escalating to emergency response arrangements and how this is managed
- What the risks and potential impacts are.

2 What is an emergency?

2.1 An Emergency is officially defined in the Civil Contingencies Act 2004 as:

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

2.2 To constitute an emergency, an event or situation must also pose a considerable test for an organisation's ability to perform its functions, and,

- would be unable to act without changing the deployment of its resources or acquiring additional resources and,
- where the organisation would consider it necessary or desirable to act to prevent, reduce, control or mitigate the emergency's effects.

3 Category 1 & 2 Emergency Responders

3.1 Emergency Response is provided by organisations that are classified as either Category 1 or 2 Responders. All local authorities are classed as 'Category 1' Responders in the event of an emergency or major incident under the Civil Contingencies Act (2004).

3.2 The Act requires all Category 1 Responders to undertake these wide-ranging statutory duties to help to protect the population within their boundaries. The duties that are overseen by the Resilience & Emergency Planning Team require the Council 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.

3.3 Category 1 Responders ('core responders') include:

- All Emergency services including the Maritime and Coastguard Agency
- Local authorities
- Health bodies (NHS England, Primary Care Trusts and the Integrated Care Board (ICB))
- Port Health Authorities
- Government Agencies including the Environment Agency

3.4 Category 2 Responders are organisations that are "co-operating bodies" who while less likely to be involved in the heart of planning work, will be heavily involved in incidents that affect their sector. Category 2 responders have a lesser set of duties – co-operating and sharing relevant information with other Category 1 and 2 responders, and include:

- Utilities (gas, water, electricity and telephone network providers)
- Transport Providers including rail, airports and Highways England
- Government agencies including the Health and Safety Executive, the Coal Authority and the Met Office

4 Assessing Risk

4.1 Gateshead Council has a statutory duty to assess the risk of an emergency occurring and to prepare and maintain plans that will allow it to effectively respond should such an emergency arise and to mitigate the potential impacts on critical services via business continuity planning. A Community Risk Register (CRR) has been developed for Northumbria in partnership with partner Category 1 and 2 Responder organisations, which has considered the likelihood and impact of a range of hazards occurring within the Northumbria area.

5 What type of incidents do we manage?

5.1 Although not an exhaustive list, here is some context to show the types of incidents the Council could get involved in:

5.2 Incidents attended by blue light services

We have aided the Police in criminal investigations/ operations in recent years, with potential risks to public welfare. This has included:

- Suspected cases of unsafe chemical storage.
- Suspected cases of modern slavery

5.3 Severe Weather/ Flooding

Severe storms such as 'Thunder Thursday' in 2012 or Storm Arwen in 2021 or severe winter weather such as 'The Beast from the East' in 2018 can and do:

- Cause chaos across transport networks, damaging infrastructure such as roads, foot paths and bridges.
- Result in dangerous structures and trees due to damage from high winds.
- Flood or damage residential and commercial properties, leaving people homeless for days, weeks or even months and closing businesses in some cases permanently.
- Damage utilities infrastructure, leaving some of our most vulnerable residents without services for many days in some cases.
- Cut off communities from vital care services and emergency service access.

5.4 Building/ Industrial Fires

The Gateshead Borough contains numerous industrial and commercial sites, including chemical companies that operate under 'Control of Major Accident Hazards (COMAH)' regulations on which the Council jointly plans with site owners and the emergency services on the required off-site emergency planning arrangements. We have encountered fires at Portobello Industrial Estate in 2010, Byker in 2011 (fumes affecting Gateshead), International Paints in 2014, the Campground in 2021 and Birtley in 2022. These incidents can cause:

- Public health issues due to fumes/toxic substances.
- Public anxiety.
- Closure of transport infrastructure.

5.5 Public Health Issues

We've all been affected by the spread of COVID over recent years, but we've also been impacted by 'Swine Flu' in 2009, seasonal flu annually which impacts on care homes and services and a range of animal health outbreaks with the potential, although low risk, to impact on human health. These incidents can cause:

- Pressures on business continuity, particularly in the Care Sector.
- Risks to public health/ ill-health or even fatalities.
- Public anxiety and uncertainty.
- Restriction of services.
- Isolated individuals and communities.

5.6 Evacuations/ Displacements

Some of the issues already alluded to, such as severe weather or industrial fires, have the potential to require evacuations of residents. Over the last few years, we've helped to facilitate evacuations in a range of incidents including, tower block fires, floods and police operations, which can result in:

- Transportation issues (including pandemic considerations)
- Immediate accommodation requirements
- Catering requirements
- Short-, medium- and long-term displacement issues
- Issues with care visits
- Problems accessing prescription medication and other requirements such as walking sticks, glasses, and false teeth.
- Problems accessing cash, clothing, hygiene products and toiletries.
- Accommodation requirements for pets or livestock
- Language barriers requiring translator services.

5.7 Public Order/ Terrorism

The Council works closely with Northumbria Police and the Counter Terrorism Security Advisors (CTSA) to make sure that all issues of this nature with the potential to cause public harm are carefully planned for and that any local intelligence is acted upon accordingly. This can result in:

- Staff and public messaging being issued to convey specific safety advice.
- Planning for the installation of mitigations, such as hostile vehicle mitigations (HVM).
- Joint working with the Police and other emergency services to facilitate any potential evacuations.

5.8 Impacts on Critical Services

All services provided by the Council have been pre-assessed to determine their criticality for business continuity purposes. This helps us to judge and mitigate against the impacts of the loss of a service area or IT system to protect those service users most at risk. If the Council becomes victim to a cyber-attack or we lose all electrical power for a prolonged period, the Council's Emergency Response Team would help to coordinate efforts and liaise with partner organisations such as neighbouring local authorities and the emergency services.

6 Council Emergency Planning and Preparation

6.1 Gateshead Council Resilience and Emergency Planning Team

Gateshead Council has a permanent Resilience and Emergency Planning Team, comprising of:

- Michael Reynard: Resilience and Emergency Planning Manager
- Joe Rushbrook: Resilience and Emergency Planning Coordinator

6.2 The team is responsible for:

- Developing and documenting planning arrangements for the Council in adherence with the Civil Contingencies Act 2004, national plans and national and local risk assessments (the plan subject matter is alluded to in the 'what does this mean to us section on pages 2 and 3)
- Testing plans, structures and arrangements via single and multi-agency exercising
- Facilitating the training of Council officers, within the Emergency Response Team or service managers and operatives.
- Providing public facing documentation to enable self-resilience within communities
- Debriefing all exercises and incidents to ensure that plans are strengthened by incorporating lessons learned
- Reviewing all plans and guidance documents periodically.

6.3 The Resilience and Emergency Planning Team works closely with other partner responding organisations such as neighbouring local authorities, the emergency services, health bodies, utilities, and the Environment Agency to develop and test plans in a multi-agency environment as part of the Northumbria Local Resilience Forum (NLRF). This forum provides shared awareness of national and local risks, which prioritises planning arrangements.

6.4 More localised considerations also help to inform plan content, such as Gateshead service structures and how we communicate with Councillors, as each organisation works in slightly different ways.

6.5 Lessons learned also help to inform plan content via the debrief process, which is also undertaken following every exercise or incident. Depending on the size and scale of an incident a multi-agency debrief may be required to identify gaps in current planning arrangements, but at the very least an internal debrief will be guaranteed.

6.6 Once a plan or guidance document has been created or updated, the updates will then be communicated to those who will be using them, and training will be provided where required.

6.7 Proposed changes to key Planning arrangements will be presented to Corporate Management Team and Councillors for scrutiny and agreement where appropriate.

6.8 Corporate Risk and Resilience

Gateshead's Resilience and Emergency Planning Team is part of the membership of the Council's Corporate Risk and Resilience Group, which is chaired by the Council's Audit and Risk lead and comprises of a membership from all Council services. This group assesses the risks to the Council from potential threats to business continuity to mitigate the impacts of this type of incident occurring.

6.9 The Resilience and Emergency Planning Team link into this process to ensure that risks identified on the National Risk Register can be mitigated against and are incorporated into business continuity plans, business impact assessments and incident response arrangements.

7 Council Emergency Response Arrangements

7.1 Incident Reporting, Triggers and Assessment

The Council's Emergency Response Arrangements can be activated by:

- The reporting of an incident or request for assistance by a partner organisation or a member of the public.
- Specific warning or alert systems, typically used for severe weather forecasts.
- A required escalation from an operational Council Team (**refer to section 8 and Appendices B & C**).

7.2 Incidents will generally come within two categories:

- A 'No Notice' incident: This will be something that just happens without warning, such as an explosion or fire, a sudden un-forecasted downpour or a major transport accident.
- A 'slow burning' incident: This will be something that allows some pre-planning time, such as a police operation, forecasted weather or a pandemic that starts outside of the area/country.

7.3 All partner responding organisations have been provided with the Council's 24/7 Care Call number as the primary mechanism for alerting us to an incident. This guarantees a response and call handlers have been provided with template to record the details of the call. This template has been designed in the M/ETHANE format in adherence with the Joint Emergency Services Interoperability Programme (JESIP) to ensure consistency of approach (**refer to Appendix A to view a copy of this template**). This is the method used by all responders, who should deliver information using this format and expect to receive it in this format.

7.4 Care Call will make an initial assessment to determine if the situation can be managed by an operational team or if it requires an escalation. If so, they will relay the information received to the Resilience and Emergency Planning Team during working hours or the Emergency Response Team Duty Officer out of hours (**refer to Appendix B for the escalation flowchart**).

7.5 The Resilience and Emergency Planning Team or Duty Officer will assess the situation in consultation with the Council's Incident Control Team/Incident Director to decide if an escalation to emergency response arrangements is required (**refer to Appendix C for guidance on triggers for action/recommended command and control**).

7.6 Should a specific warning or alert be received in relation to severe weather or flooding, the required proportionate level of response will be assessed by the Council's Resilience and Emergency Planning Team or Duty Officers in consultation with the Incident Control Team/Incident Director (**refer to Appendix C for guidance on triggers for action/recommended command and control**).

7.7 Council services are expected to have contingency plans and assurances in place as part of business continuity planning, which will mitigate seasonal pressures and known risks. However, there will be times due to excessive pressures or unforeseen circumstances that it will be necessary to escalate to a coordinated response or emergency response arrangements.

7.8 Any area of work can start off as business as usual but might need to be escalated to a higher level as the situation develops. Always think about the bigger picture and the potential involvement of others.

7.9 Service representatives should make the following considerations in any situation that has the potential to escalate or require additional support or coordination (**refer to Appendix C for full guidance**):

7.10 Risks: If the answer to any of the following is yes, consider escalation:

- Is there a risk to human health and welfare?
- Is there a risk to property or assets?
- Is there a risk to infrastructure?
- Is there a risk to the Council's reputation?
- Is there a risk that this will impact on Council finances?

7.11 Situational awareness:

- Can you/ your service manage this alone or is wider coordination required? Which other services need to be involved?
- Think about communications: who needs to be informed? If this is something likely to attract media attention of any kind, think about alerting the Communications Team.
- Do we need help from partners such as the emergency services?
- Think about who and what is at risk – think about the impacts.

7.12 Status:

- **Level 1: Working under normal business conditions, no concerns.** No additional command and control structures required.
- **Level 2: Potential issues arising that may have already been planned for and could require business continuity plans to be activated.** Monitor the situation and consider contingency arrangements and additional command and control arrangements.
- **Level 3: An incident occurs or is forecasted to occur that is likely to result in risks and/or significant service pressures.** Escalate to a tactical command and control structure.
- **Level 4: Major incident declared.** Escalate to a tactical command and control structure.

7.13 Potential triggers Although not an exhaustive list, potential triggers for escalation can include:

- A major incident is declared by one or more responding organisations
- Contact from partner organisations (i.e., emergency services, local authorities, etc.) requiring assistance.
- Any perceived risk to the public, property, infrastructure, reputation or finances.
- Building/ industrial fires
- Unsafe structures/ trees
- Potential evacuations
- Modern slavery cases

- Animal health issues
- Public order
- Loss of utilities
- Significant increases in contact from residents
- Raised concerns from service operatives
- Required interventions/ assistance from other service areas or partner organisations
- Loss of infrastructure causing significant pressures/ implementation of business continuity plans
- Sustained pressures on services, and actions implemented fail to deliver required capacity/capabilities
- Increased terrorist threat level with local intelligence/ terrorist attack takes place

7.14 Gateshead Council Emergency Response Team

Gateshead Council's Emergency Response Team consists of a wide range of Council employees and trained volunteers who will undertake roles to coordinate the Council's response during an incident when the Council has escalated to Emergency Response arrangements.

7.15 The team will generally assemble in the Council's Major Incident Room in the Civic Centre to coordinate operations, although this can sometimes be managed remotely depending on the levels of coordination required and by deploying officers to multi-agency command group meetings.

7.16 During an incident the team can draw upon over 70 members and is made up of the following roles:

- **Incident Control Team (ICT)/ Incident Directors:** All Incident Directors are Strategic or Service Directors and are ultimately responsible for all decisions made and resources allocated during the Council's response to an incident. All Directors are contractually obligated to perform the role of Incident Director and as such a member of the team will be available on a 24/7 rota to ensure that appropriate command arrangements are always in place.
- **Head Quarters Coordinators (HQC):** The HQCs are officers from a range of service backgrounds who volunteer to work very closely with Incident Directors during an incident to provide advice, guidance and up to date information and to undertake actions on their behalf. A member of the HQC will be available on a 24/7 rota to ensure that appropriate response arrangements are always in place.
- **Head Quarters Support Officers (HQS):** HQS's also undertake the role voluntarily and have the key role of officially logging all decisions made by Incident Directors during an incident for the official log of events. In addition to this, they will also provide support to the HQC when time allows.
- **Site Incident Officers (SIO):** The voluntary role of the SIOs includes being deployed to the scene of an incident (where safe to do so) to liaise with other organisations, knocking on doors to undertake welfare checks or informing the public of any issues, coordinating evacuees onto transportation or into accommodation or acting as the Incident Room's eyes and ears on the ground to identify issues to be addressed.

7.17 The Team is also supported in all incidents by:

- **Communications Team Officers:** The Communications Team is available as part of 24/7 rota arrangements and supports the ICT by communicating up to date information in partnership with other organisations involved in the response. The target audiences for this information will vary depending on the incident, but will generally include:
 - o Members of the public, via Council website and social media updates
 - o Ward councillors of affected areas, via email and telephone communications
 - o Leadership and Senior Managers via email updates
 - o Employees via Council Info email updates

- **GO Gateshead Officers:** The GO Gateshead Team is also available as part of 24/7 rota arrangements and will support the Council's emergency role, particularly in evacuation scenarios or any situation relating in a large number of displaced people. The role includes:
 - o Opening Gateshead Leisure facilities at any time of day for emergency reception centre purposes.
 - o Supporting the Emergency Response Team by ensuring Leisure buildings are functional and accessible during use for emergency purposes.
- **Customer Services and Care Call:** Notifications of incidents will generally be reported via Customer Services or Care Call, which will then be relayed to the Resilience and Emergency Planning Team or Emergency Response Team Duty Officers.
 - o Issues will however also be proactively reported where there are increases in concerning calls/ a lot of calls from a geographical area, etc.
 - o The Emergency Response Team will work with both teams to identify potentially vulnerable people during an incident and to put arrangements in place such as scripts for call handlers for frequently asked questions and to invoke the Council's emergency number.

7.18 Command and Control

The following management structures will be in place/considered during incident response (**Refer to Appendix D for Command-and-Control flowchart**):

7.19 Strategic

- **Incident Control Team (ICT):** All Strategic and Service Directors are trained to be Incident Directors on behalf of the Council and will provide strategic leadership to the Council's Emergency Response Team during an incident/ emergency.
- **Corporate Management Team (CMT):** The Council's Corporate Management Team will provide strategic direction for the Council during the most severe incidents, under the advisement of the Incident Controller(s) for the incident being managed. This is likely to be during incidents with potential impacts on the Council's reputation or on business continuity of critical services.
- **Multi-Agency Strategic Coordinating Group (SCG):** Members of the ICT will sometimes be required to represent the Council at SCGs when an incident requires multi-agency strategic direction. This will generally be chaired by the Police but could be chaired by any responder depending on the nature of the incident at hand. The SCG will provide a shared situational awareness for all of the multi-agency partners involved in the response and will require attendees to make other organisations aware of the Council's position and make decisions and commit Council resources during a multi-agency response to an incident.

7.20 Tactical

- **Emergency Response Team HQ Coordinators (ERT):** These officers will be the first members of the ERT alerted to an incident and could manage the incident themselves depending on the severity. If a significant amount of coordination is going to be required, they will alert the ICT who will then direct the incident response from that point. The ICT will rely on the HQ Coordinators to undertake actions based on their decisions and requests, including the deployment of other Council services.
- **Internal Tactical Coordination Group (ITCG):** As previously alluded to, once the Council has escalated to Emergency Response Arrangements the situation/ incident will be managed by the Council's Incident Control Team. This coordination will however be potentially assisted via the formation of an internal Tactical Coordination Group (TCG), chaired by a member of the Incident Control Team and consisting of service managers involved in the response and Emergency Response Team HQ Coordinators.

If at this stage a multi-agency command is established, liaison will be arranged between the two group memberships. The membership of an ITCG may be fluid depending on the circumstances of the incident and the longevity of the impacts, but recommended attendees are as follows:

Core Membership (all incidents)

- o Incident Director (Chair)
- o HQ Coordinator/ Emergency Response Team Duty Officer
- o Communications Officer/ Duty Officer
- o Care Call Manager
- o Customer Services Manager
- o Social Care Managers/ Emergency Duty Team Officer
- o Human Resources/ Health and Safety Officer

Additional Membership (incident dependent)

- o Highways Operations Manager/ Duty Manager (severe weather/flooding)
 - o Technical and Bereavement Services Manager (severe weather - fallen/dangerous trees)
 - o Winter Maintenance Manager (snow clearance/ gritting)
 - o Street Scene and Fleet Services Manager (Council fleet vehicles)
 - o Leisure Services Manager/ Go Gateshead Duty Officer (Reception Centres at Leisure Buildings)
 - o Building Control Technical Manager (severe weather/ fires/ asbestos – dangerous structures and asbestos contractor management)
 - o Housing Management/ Duty Team (Council property evacuations/ risks to the homeless from severe weather and temperatures)
 - o Director of Public Health/ Public Health Consultants (outbreaks/ risks to public health/ toxic substances)
 - o Regulatory Services Manager/ Trading Standards Officer (toxic substances/ animal disease outbreaks).
 - o All services as appropriate (Cyber-attacks/ major impacts on business continuity).
- **Multi-Agency Tactical Coordination Group (TCG):** HQ Coordinators from the Emergency Response Team will represent the Council at TCGs to make other organisations aware of the Council's position and make decisions and commit Council resources in liaison with the Incident Control Team during a multi-agency response to an incident.

8 Escalation from Council services

8.1 Service representatives wishing to escalate or discuss escalation to emergency response arrangements should follow these steps:

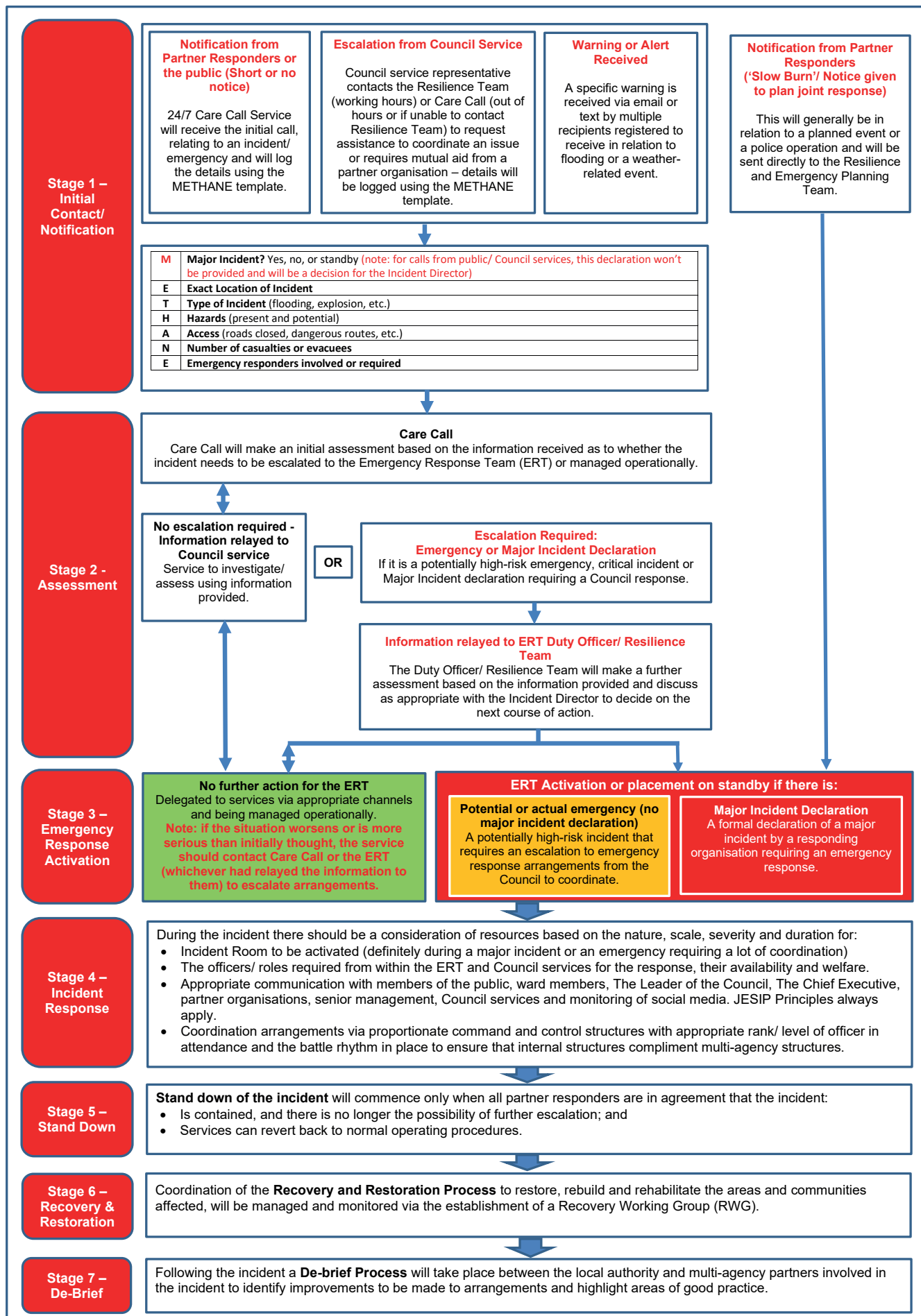
1. If there is a risk to life, always call 999 immediately.
2. Contact a member of your management team to discuss/ raise awareness of your intentions where possible, but don't delay if risks/hazards are present.
3. During normal working hours contact the Resilience and Emergency Planning Team on 0191 433 3986 in the first instance or if unable to contact or if outside of normal working hours contact Gateshead Care Call 24/7 service on 0191 477 0844 or 0191 478 7665 and advise them that you wish to alert the Emergency Response Team Duty Officer of an incident (refer to Appendix B for the escalation flowchart).
4. You will be asked for information using the METHANE reporting system (refer to Appendix A for METHANE reporting template) and asked the following questions:
 - o **M**: Major Incident? This will not be known at this point
 - o **E**: Exact location of the incident(s)
 - o **T**: Type of incident (i.e. flooding, fire, etc.)
 - o **H**: Hazards, present or potential
 - o **A**: Access (safe routes, closed roads, etc.)
 - o **N**: Number affected (i.e. evacuated, injured or deceased)
 - o **E**: Emergency responders involved.
5. Provide your contact details so that the Emergency Response Team can contact you to discuss, advise and make further arrangements where required.

Appendix A: METHANE Reporting Template

Care Call will use the following template to record details to escalate to the Emergency Response Team:

<u>Initial Point of Contact</u>		
1.	Date & Time of Call:	tick
2.	Name of Caller:	tick
3.	Organisation (if applicable):	tick
4.	Telephone Number & Address:	tick
5.	Nature of Call: (If no escalation required go straight to section 11)	tick
<u>Escalation to Emergency Response Arrangements – Questions for the Caller</u>		
6.	Major Incident Declared? Yes/no/standby	tick
	Exact Location of Incident (Street/ postcode etc.)	tick
	Type of Incident (Fire/ flood/ chemical/ etc.)	tick
	Hazards/dangers at scene (existing or potential)	tick
	Access (any roads closed/blocked)	tick
	Number of casualties / evacuees	tick
	Emergency Services – Who is involved/ at scene	tick
<u>Escalation to Emergency Response – Relaying to the Emergency Response Team</u>		
7.	Contact Anne/Natalie to raise awareness of incident & confirm actions	Care Call Manager contacted: tick Time Referred: tick
8.	Contact the Emergency Response Team via the Availability List & relay the information as recorded in fields 1 – 6.	Officer Contacted: tick Time Referred: tick
9.	Contact the following officers:	<ul style="list-style-type: none"> Alert the Emergency Duty Team Officer The Housing on call Health & Safety Officer (if Council Housing stock affected)
10.	Scan this document and email it to emergencyplanningandresponse@gateshead.gov.uk and add to MIP folder when completed	tick
<u>Operational Actions</u>		
11.	Completed by [Care Call Operator]:	tick
	Action [if call not escalated]:	tick

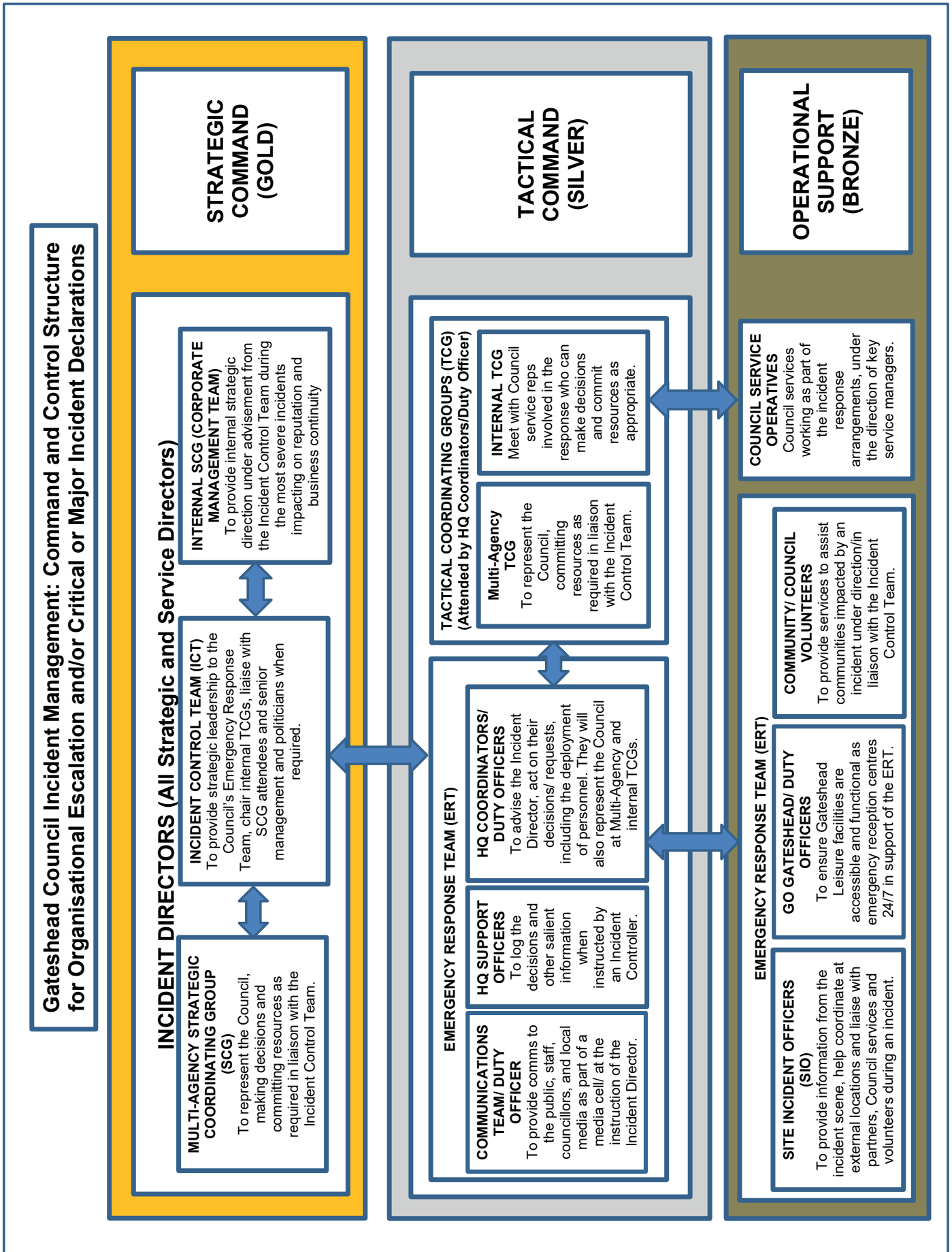
Appendix B: Escalation Flowchart



Appendix C: Triggers for Action

Escalation to Gateshead Council Emergency Response Arrangements			Potential Triggers for Escalation (any can apply)	Considerations and Actions
<p>Status</p> <p>Level 1: Normal Business</p> <p>Manageable within normal business with no concerns.</p>	None: business as usual.		<p>Considerations and Actions</p> <p>None, normal business managed operationally.</p>	
<p>Level 2: Potential Issues</p> <p>A situation arises that requires a coordinated response, causes pressures on services, has the potential to escalate or is forecasted (i.e., weather, flooding, etc.). In certain circumstances this may include seasonal pressures or expectations that have already been accounted for as part of business continuity planning.</p>	<p>Weather</p> <ul style="list-style-type: none"> Yellow or amber weather warnings (moderate to substantial risks) Yellow flood guidance statements (minor impacts/risks) Yellow flood warning (moderate flood risk) Level 2 – 3 cold weather alerts (severe winter weather is forecast/ response required) 	<p>Other</p> <ul style="list-style-type: none"> Contact from partner organisations (i.e., emergency services, local authorities, etc.) requiring assistance. Any perceived risk to the public, property, infrastructure, reputation or finances. Building/ industrial fires Unsafe structures/ trees Potential evacuations Modern slavery cases Animal health issues Public order/ demonstrations Loss of utilities Significant increases in contact from residents Raised concerns from service operatives Required interventions/ assistance from other service areas or partner organisations Loss of infrastructure causing pressures 	<p>Considerations</p> <ul style="list-style-type: none"> Can you/ your service/ the Council cope and manage this alone/ within normal business parameters? If not who else needs to be involved? Communications: who else needs to know? Think public, Councillors, partners. Think about who and what is at risk – think about the impacts. <p>Actions</p> <ul style="list-style-type: none"> Maintain a watching brief of the situation and decide at any point if this needs to be escalated to a tactical level of command (If so refer to Appendix D) 	
<p>Level 3: Critical Incident</p> <p>An incident occurs or is forecasted to occur with an immediate perceived risk and/or is likely to cause significant service pressures.</p>	<p>Weather</p> <ul style="list-style-type: none"> Yellow, amber or red weather warnings (moderate to severe risks) Amber or red flood guidance statements (significant or severe impacts/ risks) Yellow or amber flood warning (moderate to substantial flood risk) Level 2 – 3 cold weather alerts (severe winter weather is forecast/ response required) 	<p>Other</p> <ul style="list-style-type: none"> Contact from partner organisations (i.e., emergency services, local authorities, etc.) requiring assistance. Any perceived risk to the public, property, infrastructure, reputation or finances. Building/ industrial fires Unsafe structures/ trees Potential evacuations Modern slavery cases Animal health issues Public order/ demonstrations Loss of utilities Significant increases in contact from residents Raised concerns from service operatives Required interventions/ assistance from other service areas or partner organisations Increased terrorist threat level with local intelligence Loss of infrastructure causing significant pressures/ implementation of business continuity plans Sustained pressures on services, and actions implemented fail to deliver required capacity/capabilities 	<p>Considerations</p> <ul style="list-style-type: none"> Escalate to a tactical level of command who will also consider if Strategic Command required (Refer to Appendix D) and consider if the Emergency Response Team is required to coordinate these arrangements Implement Business Continuity Plans as appropriate Consider Mutual Aid from other Council Teams/ Councils to continue delivery of essential services 	
<p>Level 4: Major Incident</p> <p>An incident occurs or is forecasted to occur with expected impacts and a major incident is declared by one or more responding organisation.</p>	<p>Weather</p> <ul style="list-style-type: none"> Yellow, amber or red weather warnings (moderate to severe risks) Amber or red flood guidance statements (significant or severe impacts/ risks) Amber to red flood warning (substantial to severe flood risk) Level 2 – 4 cold weather alerts (severe winter weather is forecast/ response required/major incident declared by Central Government) 	<p>Other</p> <ul style="list-style-type: none"> A major incident is declared by one or more responding organisations Contact from partner organisations (i.e., emergency services, local authorities, etc.) requiring assistance. Any perceived risk to the public, property, infrastructure, reputation or finances. Building/ industrial fires Unsafe structures/ trees Potential evacuations Modern slavery cases Animal health issues Public order Loss of utilities Significant increases in contact from residents Raised concerns from service operatives Required interventions/ assistance from other service areas or partner organisations Loss of infrastructure causing significant pressures/ implementation of business continuity plans Sustained pressures on services, and actions implemented fail to deliver required capacity/capabilities Increased terrorist threat level with local intelligence/ terrorist attack takes place 	<p>Considerations</p> <ul style="list-style-type: none"> Escalate to a tactical level of command coordinated by the Emergency Response Team who will in turn brief Strategic Command (Refer to Appendix D) who will consider the involvement of Corporate Management Team. Implement Business Continuity Plans as appropriate Consider Mutual Aid from other Council Teams/ Councils to continue delivery of essential services 	

Appendix D: Command and Control



Appendix E: Risks and Impacts

Scoring for Impacts

The following should be used to generate an impact score for incidents in the Gateshead area (all or part of criteria should apply):

Level/ Impact Score	Resident Health & Welfare	Council Property/ Assets	Infrastructure	Reputation	Financial
1.Insignificant	Little or no impact on resident health or welfare, insignificant number of persons displaced and/or personal support required.	Little or no damage to property or assets.	Little or no damage to infrastructure.	Little or no impact on the Council's reputation.	Little or no financial impacts/ additional expenditure required.
2.Minor	Small number of people affected, no fatalities and any injuries will be restricted to minor first aid requirements.	Small number of Council residential properties (<10) or an asset suffering minor damage leading to short term (less than 7 days) re-housing or restrictions of use.	Minor damage/ disruptions to transport or utilities infrastructure (<24 hours).	Minor issue (i.e. no injuries, fatalities or safeguarding concerns) impacting on the Council's reputation, but mitigations in place and communicated appropriately.	Relatively minor incident but requiring contingency funding to be made available to cover the costs of response (<£10k).
3.Moderate	<ul style="list-style-type: none"> Disruption of community services to the vulnerable. Localised displacement or loss of utilities for up to 50 people. Localised outbreaks of disease. Minor injuries with no fatalities. 	<ul style="list-style-type: none"> Damage to a Council asset (i.e. office/ depot) or residential properties (between 10 – 20) rendering unusable for services in the short term (less than 7 days) or unsuitable for residential use. 	Damage/ disruptions to the transport infrastructure resulting in disruptions for 24 – 72hrs or the utilities infrastructure resulting in a localised loss of utilities for 24hrs or more.	Issue(s) impacting on the Council's reputation including minor injuries or safeguarding issues (no fatalities), but mitigations in place and communicated appropriately.	Moderate financial outlay required to cover the cost of response (£10k - £50k).
4.Significant	<ul style="list-style-type: none"> Disruption of community services to the vulnerable. Displacement or loss of utilities for 50-100 people. Localised outbreaks of disease. Minor injuries, potential hospital treatment required, no fatalities. 	<ul style="list-style-type: none"> Significant damage to one or more Council assets or residential properties (between 20-50) rendering unusable for services or residential use for the short to medium term (less than 28 days). 	Damage/ disruptions to the transport infrastructure resulting in disruptions of 72hrs or more or the utilities infrastructure resulting in a loss of utilities for more than one community for 24 hrs or more.	Issue(s) impacting on the Council's reputation including: <ul style="list-style-type: none"> minor injuries or safeguarding issues (no fatalities), without sufficient mitigations in place perceived lack of leadership/ poor decision making or misused finances and/or not communicated appropriately. 	Significant financial outlay required to cover the cost of response (£50k - £335k (threshold for Bellwin Scheme)) or potential liabilities for the Council of £50k – £100k if blame apportioned to the authority.
5.Catastrophic	<ul style="list-style-type: none"> Total loss of community services. Displacement or loss of utilities for 100+ people. Widespread disease outbreaks. Potential for multiple injuries hospital treatment and fatalities. 	<ul style="list-style-type: none"> Significant damage to one or more Council assets or residential properties (50+) rendering unusable for services or residential use for the medium to long term (28 days +). 	Loss of transport infrastructure (i.e. loss of bridge/road, etc.) for an undetermined period or large scale loss of utilities for multiple communities, not just in the Gateshead area, putting significant pressures on utility network providers to resolve issues.	Issue(s) impacting on the Council's reputation including: <ul style="list-style-type: none"> Injuries, fatalities or safeguarding issues without sufficient mitigations in place perceived lack of leadership/ poor decision making or misused finances and/or not communicated appropriately. 	Significant financial outlay required to cover the cost of response (>£335k) or potential liabilities for the Council of £100k+ if blame apportioned to the authority.

Category	Explanation
Resident Health & Welfare	Encompassing direct health impacts (numbers of people affected, fatalities, injuries, human illness or injury, health damage) and indirect health impacts that arose because of strain on the health service.
Property/ Assets	Encompassing the damage to residential and business properties.
Infrastructure	Encompassing the damage to transport, utilities and communication networks.
Reputation	Encompassing the harm to the Council's reputation for not being prepared for an incident, not communicating sufficiently to those likely to be affected or not taking the correct course of action.
Financial	Encompassing the potential impact on Council funds/ budgets for financial outlays for response and recovery activities not covered by insurance or Government grants.

Likelihood Scoring Scale

Level	Descriptor	Likelihood over 5 years	
1 (Low Likelihood)	Negligible	>0.005%	> 1 in 20,000 chance
2 (Medium Low Likelihood)	Rare	>0.05%	> 1 in 2,000 chance
3 (Medium Likelihood)	Unlikely	>0.5%	> 1 in 200 chance
4 (Medium High Likelihood)	Possible	>5%	> 1 in 20 chance
5 (High Likelihood)	Probable	>50%	> 1 in 2 chance

Risk Matrix

IMPACT	Catastrophic (5)					
	Significant (4)					
	Moderate (3)					
	Minor (2)					
	Insignificant (1)					
		Negligible (1)	Rare (2)	Unlikely (3)	Possible (4)	Probable (5)
		LIKELIHOOD				

KEY		
	Very High Risk	There is more than a 50% chance of impacts to local communities, with a very high likelihood of significant or catastrophic impacts including risks to life and property.
	High Risk	Medium high risk has between a 5% and 50% chance of occurring so it is likely that moderate to significant impacts could affect local communities.
	Medium Risk	Medium low to medium (1 in 2,000 – 1 in 200 chance). There is a potential for an incident to occur, so monitoring of the situation is advised but impacts are likely to be relatively minor.
	Low Risk	Low to medium (1 in 20,000 – 1 in 2,000 chance). There is a small chance of an incident occurring but if so with low impacts.

