

THORPE ST ANDREW TOWN COUNCIL

VIRTUAL TOWN COUNCIL MEETING

Town Hall, Fitzmaurice Park, Pound Lane, Thorpe St Andrew, Norwich, NR7 0SR
Tel/Fax: (01603) 701048 Email: office@thorpeandrew-tc.gov.uk

PUBLIC MESSAGE: This is an online meeting, using Zoom. If you wish to "attend" please email the Clerk for a copy of the link to the meeting before noon on 2nd November 2020.

Issued: 28th October 2020

Notice of Virtual Town Council Meeting

Councillors, you are hereby summoned to attend the meeting of Thorpe St Andrew Town Council to be held on the 'Zoom' conference platform on 2nd November 2020 at 7.30pm for the purpose of transacting the following business.

Thomas Foreman

Thomas Foreman Clerk to the Council

AGENDA

- 52 Attendance book and apologies for absence.**
- 53 Declarations of interest in items on the agenda.**
- 54 To confirm the minutes of the Virtual Town Council meeting held on 5th October 2020**
- 55 Announcements (For information only)**
 - To receive announcements from
 - (i) The Town Mayor
 - (ii) The Clerk
- 56 Public participation –To consider a motion to suspend the meeting to allow members of the public the opportunity to address the meeting on matters relating to the agenda. This is limited to 3 minutes each – questions must be emailed to the Clerk before noon on 2nd November 2020.**
 - (i) Norfolk Constabulary
 - (ii) County and District Councillors
Report from Councillor John Ward
 - (iii) Members of the public
- 57 Finance**
 - (i) Payments List vouchers 518 to 604 totalling £38,758.96
 - (ii) Bank Reconciliation Statement
- 58 Draft Minutes of Committee Meetings**
 - (i) Virtual Planning and Environment Committee held 12th October 2020
 - (ii) Virtual Finance and Staff Committee held 19th October 2020
 - (iii) Virtual Events and Media Committee held 30th September 2020
- 59 Pavement Parking Consultation – Draft Response to be tabled**
- 60 Emergency Community Plan – Report Attached**
- 61 Boats at Thorpe Marshes**
- 62 Rural Market Town Group – Correspondence Attached**

Future Agenda Items. (Not for discussion)

Town Clerk - Dr Thomas Foreman

Thorpe St Andrew Town Council, Town Hall, Pound Lane, Thorpe St Andrew, NR7 0UL
Tel/Fax: (01603) 701048 E-mail: office@thorpeandrew-tc.gov.uk
Website: www.thorpeandrew-tc.gov.uk

VAT No. 107 2921 90

**Thorpe St Andrew Town Council
Minutes of the Virtual Town Council meeting
held on 5th October 2020 at 7:30pm**

44 PRESENT:

Mr J Fisher (Town Mayor)	Mr N Shaw
Miss S Lawn (Deputy Town Mayor)	
Mr J Emsell	Mrs J Fisher
Mrs T Mancini Boyle	Mr M Lake
Mr I Mackie	Mr S Snelling
Mr J Ward	Mr P Berry
Mr F Bowe	

APOLOGIES: Mr L Reeves, Mr J Boast, Mr T Fordham, Mr T Garner

IN ATTENDANCE: Dr T. Foreman (Town Clerk) 3 Members of the public

45 DECLARATIONS OF INTEREST IN ITEMS ON THE AGENDA

46 TO CONFIRM THE MINUTES OF THE TOWN COUNCIL MEETING HELD ON 7TH SEPTEMBER 2020

The minutes of the meeting held on 7th September 2020 were agreed and signed as a true record.

47 Announcements (For information only)

To receive announcements from

(i) The Town Mayor- Mr J Fisher explained that the Council had welcomed new staff this month and with the developing Covid-19 situation the office is manned, but new equipment had been sourced to ensure a seamless transition to remote working if required.

(ii) The Clerk- Dr T Foreman explained that The Buck planning refusal has gone to appeal and that a submission will be made to the planning inspectorate accordingly. The Horsechestnut tree at River Green has been scheduled for an inspection and the contractor undertaking this will also clear the fallen branch. Proposals for a jointly funded officer with the Broads Authority had been discussed with them and it is hoped that these discussions will continue in the coming months.

48 PUBLIC PARTICIPATION –TO CONSIDER A MOTION TO SUSPEND THE MEETING TO ALLOW MEMBERS OF THE PUBLIC THE OPPORTUNITY TO ADDRESS THE MEETING LIMITED TO 3 MINS EACH

The Meeting was suspended following a proposal from Mr J Fisher, seconded by Miss S Lawn.

(i) Norfolk Constabulary – A overview of partnership activities between the Town Council and the Police was provided to the meeting.

(ii) County and District Councillors – Mr I Mackie provided an update on the recent County Council meeting that devolution is unlikely to proceed in the current climate.

In addition, the County Council budget details were provided, along with details of work that had been undertaken by County Council Highway teams during recent inclement weather. Details of ongoing work between the County Council and Police related to speeding at Broadland Business Park.

Mrs T Mancini-Boyle provided details of the Broadland District Council Community Lottery, which has been set up to support good causes in the area. Also, in a recent Grant Thornton report Broadland District Council was highly rated for its finances, coming within the top percentiles in many areas.

(iii) Members of the public – The meeting heard from the applicant for the premises license for 15 Joyce Way. A number of questions were asked related to concerns raised by a local resident and by Councillors. The Applicant provided a detailed response and gave an overview of the positive discussions with Broadland District Council regarding the applicant conditions.

49 FINANCE

- (i) Payments List was agreed and signed.
- (ii) Bank Reconciliation Statement was agreed and signed as a true record.

50 DRAFT MINUTES OF COMMITTEE MEETINGS.

- (i) Virtual Plans Meeting 14th September 2020 - were noted
- (ii) Virtual Finance & Staff 21st September 2020 - were noted

51 APPLICATION FOR A PREMISES LICENSE UNDER LICENSING ACT 2003 FOR 15 JOYCE WAY

Dr T Foreman introduced the report relating to the Premises License for 15 Joyce Way, outlining as a number of conditions which had already been proposed. This included staff training for alcohol sales, age verification policy details on all advertising, no alcohol deliveries to public places, and that no customers will visit the premises to purchase alcohol.

There was significant support from Councillors regarding the proposal, with many citing the positive responses to questions during the public session. The importance of small business support was also highlighted, along with the importance of supporting young entrepreneurs. There was some concern raised relating to the residential location of the property, and that the promotion of the premises as having alcohol on site may make it a target for antisocial behaviour.

It was proposed by Mr J Ward, seconded by Mr I Mackie and on a show of hands with 10 in favour and 2 against **RESOLVED** to support the application for premises license for 15 Joyce Way on the following terms:

- staff training for alcohol sales
- age verification policy details on all advertising
- no alcohol deliveries to public places
and
- that no customers will visit the premises to purchase alcohol

Future Agenda Items. (Not for discussion)

None.

Signed: *Dated:*

18th October 2020

Report from Councillor John Ward

CORONAVIRUS TRUSTED SOURCES FOR INFORMATION

www.nhs.uk/coronavirus

www.gov.uk/coronavirus

Broadland District Council

As a member of the Environmental Excellence Panel, I had a visit last week to B.D.C's Frettenham Waste Depot where we toured the site, noting, stuck on their staffroom wall, many hundreds of letters and cards of thanks to the 'binmen' for all their work during this pandemic period. We also viewed and saw in action a fully electric waste vehicle which was most impressive.

Broadland Community at Heart Awards take place on 21st October in a marquee in the grounds of Thorpe Lodge. There are 10 categories and winners will receive a gift and trophy plus £250 to be allocated to the community group of their choice.

A new Mitel phone system has been installed at Thorpe Lodge which means that all calls will go to the recipient's head set, linked to their Council laptop. This will also happen for staff that are home-working

Norfolk County Council

A shared footway/cycleway is proposed on Blue Boar Lane from Tesco to Salhouse Road and, opposite Linacre Ave, a shared use pathway to Mallard Way. There will also be a new Toucan crossing on Blue Boar Lane, 21mtrs south-east of the junction with Linacre Ave.

We were expecting a Government White Paper in October which would have addressed Local Government Reform but we understand that this is now delayed until 2021.

The current number of children in care is down to 994 from a high of 1200, just 12 months ago. This has been achieved by working closer with families to keep children in their extended family units. The average cost for a child in care is £50k p.a. so this represents a good saving to the Council.

Thorpe St Andrew Town Council PAYMENTS LIST

Voucher Code	Date	Minute	Bank	Cheque No	Description	Supplier	VAT Type	Net	VAT	Total
518	01/10/2020		Bank 1 Current Accou	online	Service machinery	Ben Burgess	S	170.70	34.14	204.84
519	01/10/2020		Bank 1 Current Accou	online	Health and safety equip	Ben Burgess	S	39.55	4.01	43.56
520	01/10/2020		Bank 1 Current Accou	online	Hire equipment	Ben Burgess	S	230.00	46.00	276.00
521	01/10/2020		Bank 1 Current Accou	online	Photocopying	CCS Ltd	S	50.52	10.10	60.62
522	01/10/2020		Bank 1 Current Accou	online	photocards	ID Photo company	REIM JF	58.69	11.74	70.43
523	01/10/2020		Bank 1 Current Accou	online	work clothes grounds	LogoWear	S	1,008.35	201.67	1,210.02
524	01/10/2020		Bank 1 Current Accou	online	Cleaning bus shelters	Mr R Harnoy	E	145.00	0.00	145.00
525	01/10/2020		Bank 1 Current Accou	online	Plaque	MBS Trophies	S	173.00	34.60	207.60
526	01/10/2020		Bank 1 Current Accou	online	Allotment deposit refund	Mr Morris	E	25.00	0.00	25.00
527	01/10/2020		Bank 1 Current Accou	online	External audit	PFK Littlejohn LLP	S	1,300.00	260.00	1,560.00
528	01/10/2020		Bank 1 Current Accou	online	Cleaning Materials	SGI Industries	S	417.99	83.60	501.59
529	01/10/2020		Bank 1 Current Accou	online	Plants	Taverham Nursery Centre	S	142.05	28.40	170.45
530	01/10/2020		Bank 1 Current Accou	online	Electrical goods	M D Thompson	S	32.51	6.50	39.01
531	01/10/2020		Bank 1 Current Accou	online	Plants	Trade UK	S	82.03	16.42	98.45
532	01/10/2020		Bank 1 Current Accou	online	CCTV	Vincent Security	S	3,455.00	691.00	4,146.00
533	01/10/2020		Bank 1 Current Accou	online	Cafe CCTV	Vincent Security	S	645.00	129.00	774.00
534	06/10/2020		Bank 1 Current Accou	online	Mobile telephones - office	O2	S	14.77	2.96	17.73
535	06/10/2020		Bank 1 Current Accou	online	Mobile telephones - Rec Grnd	O2	S	76.31	15.26	91.57
536	11/10/2020		Bank 1 Current Accou	online	Water charges - Duss Allot	Anglian Water	E	134.71	0.00	134.71
537	11/10/2020		Bank 1 Current Accou	online	Soccer marking	CGM Group	S	212.83	42.57	255.40
538	11/10/2020		Bank 1 Current Accou	online	Field Maintenance - Rec Grnd	CGM Group	S	651.67	130.33	782.00
539	11/10/2020		Bank 1 Current Accou	online	Field Maintenance - Duss Park	CGM Group	S	465.50	93.10	558.60
540	11/10/2020		Bank 1 Current Accou	online	Street light - maintenance	Cozens UK Ltd	S	400.00	80.00	480.00
541	11/10/2020		Bank 1 Current Accou	online	laptops	PC World	S	898.30	179.66	1,077.96
542	11/10/2020		Bank 1 Current Accou	online	Streetlight-energy charge	Total Gas & Power	S	1,487.29	297.45	1,784.74
543	11/10/2020		Bank 1 Current Accou	online	Water charges - Town Hall	Anglian Water	E	134.85	0.00	134.85
544	11/10/2020		Bank 1 Current Accou	online	Health and safety equip	St Johns Ambulance	S	70.80	14.16	84.96
545	11/10/2020		Bank 1 Current Accou	online	Stationery	Ian Smith	S	11.31	2.26	13.57
546	11/10/2020		Bank 1 Current Accou	online	Cleaning - Morse Pavilion	Town and Country Cleaning	E	600.00	0.00	600.00
547	11/10/2020		Bank 1 Current Accou	online	Cleaning - Town Hall	Town and Country Cleaning	E	80.00	0.00	80.00
548	11/10/2020		Bank 1 Current Accou	online	Cleaning River Green Toilets	Town and Country Cleaning	E	600.00	0.00	600.00
549	11/10/2020		Bank 1 Current Accou	online	Cleaning - Roxley Hall	Town and Country Cleaning	E	180.00	0.00	180.00
550	11/10/2020		Bank 1 Current Accou	online	Electrical work - Cafe	C R Wilson	E	60.00	0.00	60.00
551	11/10/2020		Bank 1 Current Accou	online	electrical work RG toilets	C R Wilson	E	60.00	0.00	60.00
552					Foreman salary					
553					Fenn salary					

Thorpe St Andrew Town Council
PAYMENTS LIST

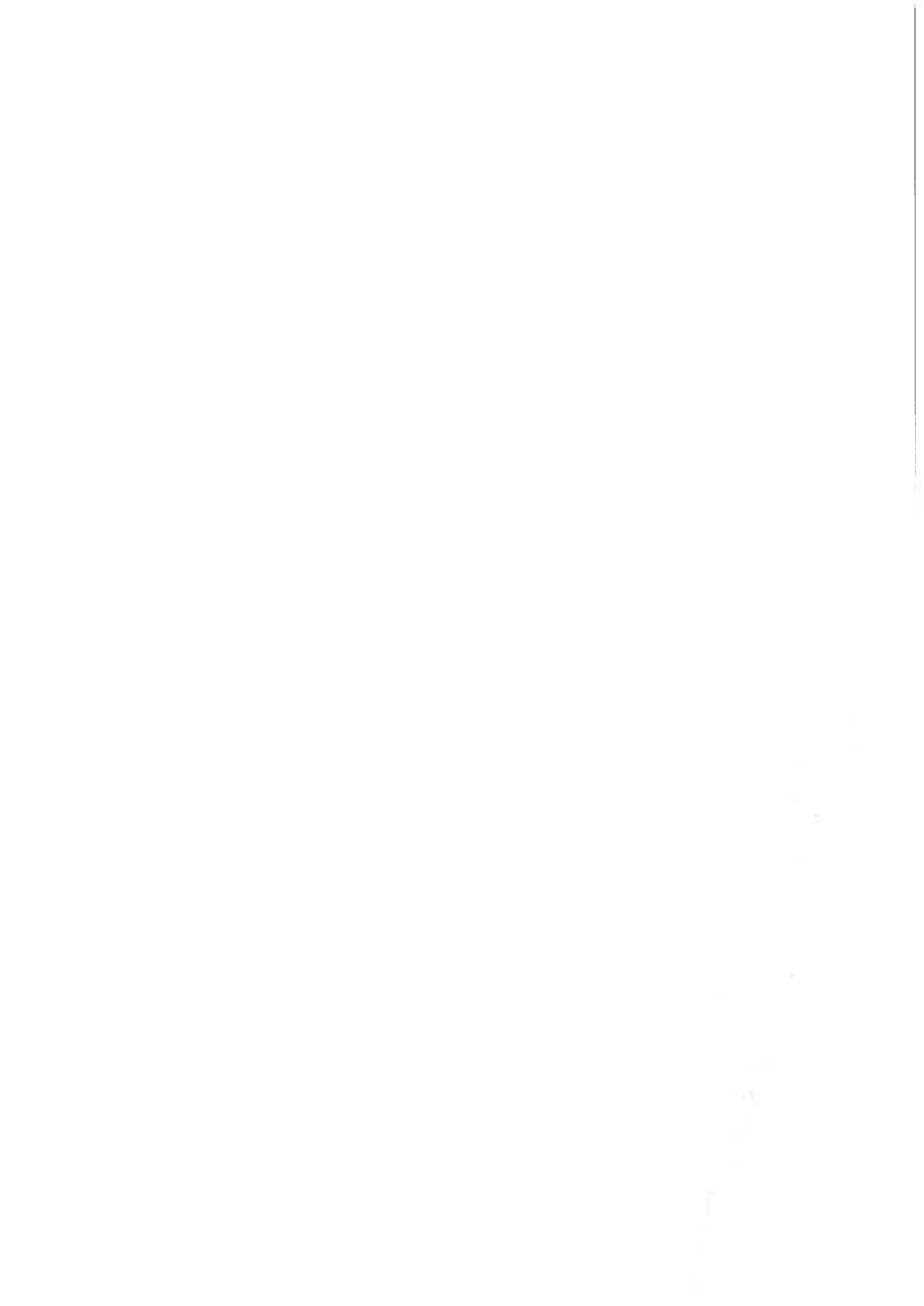
Voucher Code	Date	Minute	Bank	Cheque No	Description	Supplier	VAT Type	Net	VAT	Total
554					Bass - salary					
555					Sayer salary					
556					Calver salary					
557					Jones salary					
558					McCarthy Salary					
559					Wedge-Clarke Salary					
560					Flack salary					
561					Fenn salary					
562					Fenn - pension employer					
563					Sayer salary					
564					Sayer - pension employer					
565					Bass - salary					
566					Bass - pension employer					
567					Foreman salary					
568					Foreman - pension employer					
569					Calver salary					
570					Calver pension employer					
571					Jones pension employer					
572					Jones salary					
573					Wedge-Clarke Salary					
574					Wedge-Clarke pension empl					
575					McCarthy Salary					
576					McCarthy pension employer					
577					Flack salary					
578					Flack pension employer					
579					Foreman salary					
580					Foreman employers nic					
581					Sayer salary					
582					Sayer - NIC employer					
583					Bass - salary					
584					Bass - NIC employer					
585					Calver salary					
586					Calver -employers nic					
587					Student loan					
588					Jones salary					
589					Jones nic employer					
590					McCarthy Salary					
591					McCarthy employers nic					
592					Wedge-Clarke Salary					

Thorpe St Andrew Town Council
PAYMENTS LIST

Voucher Code	Date	Minute	Bank	Cheque No	Description	Supplier	VAT Type	Net	VAT	Total
593	13/10/2020		Bank 1 Current Accou	online	Photocopying	CCS Ltd	S	22.56	4.51	27.07
594	13/10/2020		Bank 1 Current Accou	online	Toilet rolls	Spectrum Hygiene	S	318.96	63.79	382.75
595	13/10/2020		Bank 1 Current Accou	online	Streetlight-energy charge	Total Gas & Power	S	1,680.02	336.02	2,016.04
596	13/10/2020		Bank 1 Current Accou	online	Water charges - Hillside Allot	Anglian Water	E	211.43	0.00	211.43
597	13/10/2020		Bank 1 Current Accou	online	First aid equip	St Johns Ambulance	S	121.00	24.20	145.20
598	13/10/2020		Bank 1 Current Accou	online	Gas charges - Morse	Total Gas & Power	L	93.00	4.65	97.65
599	13/10/2020		Bank 1 Current Accou	online	Electricity - River Green Toile	Total Gas & Power	L	36.97	1.85	38.82
600										
601										
602										
603										
604										
Total								35,909.01	2,849.95	38,758.96

PAYMENT LIST

Salaries	vouchers 552-560	October	11880.73
Norfolk Pension Fund	vouchers 561-578	Employer/employee payments	4177.56
HMRC	vouchers 579-597	Tax and NIC	3252.95



**THORPE ST ANDREW TOWN COUNCIL
MINUTES OF THE VIRTUAL PLANNING AND ENVIRONMENT
COMMITTEE MEETING
HELD ON 12TH OCTOBER 2020**

PRESENT: Mr J Fisher Mr P Berry
Mr F Bowe
Mr S Snelling
Mr T Garner

1. In Attendance: Dr T Foreman (Town Clerk)

Apologies for Absence: Mrs J Fisher

2. Declarations of Interest:

3. Minutes of meeting held on 14th September 2020

The minutes of the meeting held on 14th September 2020 were signed and approved as a true record.

4. Planning Items Raised by Residents-

Six residents attended the meeting. Four spoke in opposition to the proposed development on Harvey Lane. Two residents attended to hear the views of the Committee on their applications.

5. Planning Applications

20200699 32-36 Harvey Lane Garage

Demolition of Garage Site & Erection of 4 No. Dwellings and 4 No. Apartments (PB) Amended design.

Maintain previous objections as overdeveloped, and lack of parking for that number of dwellings.

20201626 19 Hillside Avenue

Expanded roof over existing side extension to house second staircase with single storey extension wrapping to rear (replace existing conservatory)

No objections

20201676 1 Elizabeth Avenue

Proposed single storey pitched roof porch

No objections

20201685 Gordon Public House

Erection of two dwellings (C3) to the east of the existing public house (A4), including alterations to an existing access and associated parking and landscaping

No objections

20201722 18 Hilly Plantation

Internal remodelling, new extensions, and external

material changes

No objections

20201754 11 Furze Road

Extension of garage and conversion to ancillary accommodation

No objection in planning terms, as long as it is integral to the main residence. There were concerns regarding the lack of detail and how this building would be made to match the standard of accommodation.

BA/2020/0317/TCAA 15 Thorpe Hall Close

T1: Ash (Fraxinus) - Pollard main lateral back beyond old pollard. Crown reduction and crown lift of 2-3m

Noted

BA/2020/0318/TCAA River Lodge 14 Thorpe Hall Close

G1: Conifer & Guelder Rose, G2: Conifers and Yew, G3: Conifers & Cedar - Remove. Plant additional Laurel to extend the existing Laurel hedge

Noted

For Information Only:

APP/K2610/W/20 The Buck, 55 Yarmouth Road Appeal re. imposed ANPR camera condition

Noted

BA/2020/0325/TCAA Trees at, Thorpe Hall Close T1 ash – lift to 5m, clear building by 2m. T2 crab apple – crown reduction to clear building by 1.5m. T3 ash – remove dead branches

Noted

TPO 2020 No.7 Lime Tree House, 16B Harvey Lane

Noted

6 Street Lighting, Tower Hill Road

The Committee welcomed an email from a local resident regarding streetlights on Tower Hill. The resident requested the streetlights at Tower Hill be put onto a timer to reduce the impact of the lights on the local bat population. The Committee noted the academic studies provided within the email and some Councillors had undertaken some additional independent research. Given the unique position of Tower Hill, the Committee requested the Clerk contact all residents on School Lane and Tower Hill to consult all residents on the proposal for timers to be fitted. The Committee highlighted that it would require complete agreement by residents prior to considering the matter further.

7 Response to Government Planning White Paper

The draft response to the Government consultation on 'Planning for the Future' was considered by the Committee. It was suggested that a typographical error be corrected and some additional information related to the conservation area be included. It was proposed by Mr J Fisher, seconded by Mr P Berry and **RESOLVED** to submit to the response on behalf of the Town Council.

8 Metal Detecting Request

The Committee considered correspondence from a local resident seeking to undertake metal detecting activities on Town Council land. Dr T Foreman provided an overview of the report outlining the policy relating to metal detecting which was similar to the policies adopted by Councils across England. It was felt that permitting metal detecting would set a precedent

the Committee could not support. Also, Councillors felt that the current arrangements through the County Council for historic exploration of the area was adequate. Following a significant discussion on the topic of metal detecting, the Committee **RESOLVED** to continue to restrict metal detecting on its land.

7 Enforcement Notices (Confidential Matters)

Noted

Information Only

Confidential- Enforcement Notices

Urgent Matters not on the Agenda but previously discussed with the Chairman.

Meeting closed at 21.00

Signed:

Dated:

Thomas Foreman Town Clerk

Minutes of Virtual Finance and Staffing Committee Meeting held on 19th October 2020

1. PRESENT:

Miss S Lawn (Chairman)		
Mr F. Bowe	Mr L. Reeves	Mr J. Fisher
Mr J. Emsell	Mr J. Ward	
Mr S. Snelling		

IN ATTENDANCE: Mr T Foreman (Town Clerk),

APOLOGIES FOR ABSENCE

Mr J Fisher, Mr I Mackie

2. **Declarations of Interest**

None

3. **Minutes of Meeting held on 21st September 2020**

Minutes of the meeting held on 21st September 2020 were approved and signed as a true record.

4. **Public Session – Limited to 3 minutes per speaker**

None

5. **Finance**

i. **External Audit Report**

Agreed and noted

ii. **Summary of Receipts and Payments (1/4/20 to 30/9/20)**

Agreed

iii. **Variance Report**

Agreed

iv. **Discretionary Grant**

Dr T Foreman explained that the Town Council had been successful in its Discretionary Grant application totalling of £17,000 for lost income during the covid-19 lockdown.

6. **Horsechestnut at River Green**

The Committee considered a report from the Parks and Estates Manager which provided interim details of the work on the Horsechestnut at River Green. It was explained that the initial aerial inspection of the tree had shown a branch hanging in the tree, probably broken away from the trunk when the larger branch fell. Work to remove the fallen branch and the one caught in the tree had been completed. A PICUS test has been booked in for week beginning 26th October 2020 and an independent report from the arboriculturist will be produced for the Town Council to consider. The Committee noted this update.

7. **Parks Project**

The Town Clerk confirmed that the Council had managed to earmark approximately £15,000 to the parks project, in addition to the £49,000 held by Broadland District Council has part of s.106 payments made towards parkland. Dr T Foreman explained that a previous resolution had authorised the spend for equipment at Laundry Lane,

with a caveat that priority be given to using the fund towards the skatepark which had £80,000 designated as part of the Pinebanks s.106 agreement. It was confirmed that due to the clawback dates on the existing s.106 funds, the current fund of £49,000 and the Town Council earmarked reserve of £15,000 would be used on Laundry Lane due to no work being planned at Pinebanks in the foreseeable future. The Committee noted the report.

8. Update from Lime Tree Nursery

The Committee received a written update from Lime Tree Day Nursery which detailed the work which they had undertaken since 20th March 2020. The owner of the Nursery thanked the Council for its assistance in keeping the Nursery operating during the lockdown period, enabling keyworker children to attend the Nursery, with up to 13 children attending by August 2020. Details of the current circumstances were highlighted, including plans for the future. The Nursery specifically thanked Mrs T Mancini-Boyle for her nomination of the Nursery as part of the Broadland District Council Community at Heart Lottery. The Committee requested the Town Clerk extend its appreciation to Lime Tree Day Nursery for their ongoing work for children in the community.

9. Purchase of Storage Container

Dr T Foreman provided an overview of the report proposing the purchase of a storage container for the Town Hall. It was explained that, although owned by the Town Council, it could also be used by the Lime Tree Day Nursery meaning they would not need to independently fund a storage unit. The Committee were very supportive of sharing storage space with the Nursery given its commitment to continually invest in its childcare provision and the exceptional work so far in working with the Council to make improvements to the outside area. It was proposed by Miss S Lawn, seconded by Mr F Bowe and on a show of hands with all in favour RESOLVED to purchase a 4m x 2.1m container at a cost not to exceed £2100 (inc VAT).

With no other business the meeting closed at 20.40

Chairman _____

Date _____

**Thorpe St Andrew Town Council
Minutes of the Virtual Events and Media Committee Meeting
held on 7th October 2020 at 7.30pm**

1. Present:

Mr J Emsell (Chairman)

Miss S Lawn

Mr L Reeves

Mr S Snelling

Mr J Fisher

Mrs J Fisher

Mrs L Dawson

Mrs I Munday

Fr J Stewart

Apologies:

Mr J Ward

In attendance:

Dr T Foreman (Town Clerk) Mrs R McCarthy (Admin and Comms Officer)

Mrs F Bass (Deputy Clerk, Committees & Events)

2. DECLARATIONS OF INTEREST IN ITEMS ON THE AGENDA

None

3. MINUTES

The minutes of the meeting held 24th February 2020 were agreed as a true record

4. PUBLIC SESSION (limited to 3 minutes per speaker)

None

5. CHRISTMAS 2020 PROPOSAL

The committee considered the proposal for an alternative Christmas Event as the typical River Green switch on would not be able to take place due to coronavirus restrictions. There was widespread support for a community event whereby householders would be encouraged to decorate their own homes and 'switch on' at the same time. A map could be produced of participating households to form a 'trail' and a competition for 'Best House' held. It was **AGREED** to set the date and time as 5:00pm on Sunday 29th November 2020 to reflect the beginning of advent.

It was suggested that the event be heavily publicised as close to Halloween as possible, utilising local media, social media and in the absence of a newsletter, an A5 leaflet drop to all households.

The possibility of a QR code system to assign a 'Best House' winner was discussed however this was felt as cost prohibitive and open to manipulation. It was proposed by Mr J Emsell, seconded by Miss S Lawn and **AGREED** to form a judging panel to select a winner from residential houses, and to produce a map of houses wishing to raise funds for charity with a separate 'winner' for the house raising the most money. The collection of 'stamps' or similar by children at certain locations was also discussed and a separate

Bauble Decorating competition supported.

The budget for Christmas was discussed. It was proposed by Mr J Emsell, seconded by Miss S Lawn and **AGREED** to light River Green but not over Yarmouth Road. The Town Clerk confirmed that up to £2,000 could be budgeted to light the larger trees in Fitzmaurice Park and suggested that the smaller trees could be offered to community groups, charities and businesses to decorate, and form a trail for children.

To publicise the initiatives further, it was **AGREED** for the Town Mayor to feature in a publicity video to be filmed by Mr L Reeves, and if feasible for 'Father Christmas' to tour the local area using Town Council transport.

6. MATTERS ARISING NOT ON THE AGENDA

An addendum report relating to public events commemorating Remembrance Sunday was discussed. It was confirmed that no formal event to the public march would take place.

There being no other business, the meeting closed at 8.55pm

Signed: Dated:

Thorpe St Andrew Town Council



TOWN COUNCIL : 2ND NOVEMBER 2020

EMERGENCY CONTINGENCY PLAN

Agenda Item: 60

Reason for this Report

This report has been prepared to provide an overview of emergency contingency planning for Thorpe St Andrew.

Background

As 'Category One Responders', both Broadland District Council and Norfolk County Council are responsible for emergency contingency planning for Thorpe St Andrew. The documents underpinning the response to emergencies are developed by the Norfolk Resilience Forum, which produces the Norfolk Emergency Response Guidance (Appendix B), as well as the Norfolk Severe Weather Plan (Appendix C). There is no formal Town Council responsibility in this area, however the Norfolk Emergency Response Guidance explains that Town and Parish Councils "can assist in preparedness measures, for example in disseminating how to respond appropriately in an emergency".

Result

The Town Council has produced its own Community Emergency Plan based upon a template document for Town and Parish Councils (Appendix A) which explains how the plan is activated, following the decision of the Resilience Forum being notified to Broadland District Council. For urgent matters which fall short of the Community Emergency Plan, the Town Council does not operate a formal 'on-call system', but the Town Clerk is contacted out of hours by the Town Mayor and/or Deputy Town Mayor relating to urgent matters within the town. A decision is then made by the Town Clerk as to what out of hours support is required, in conjunction with the Parks and Estates Manager where necessary. It should be noted that during weekends the only officer on duty is a lone worker and therefore any activity requires assessment by the Parks and Estates Manager to ensure the safety and wellbeing of staff.

Advice

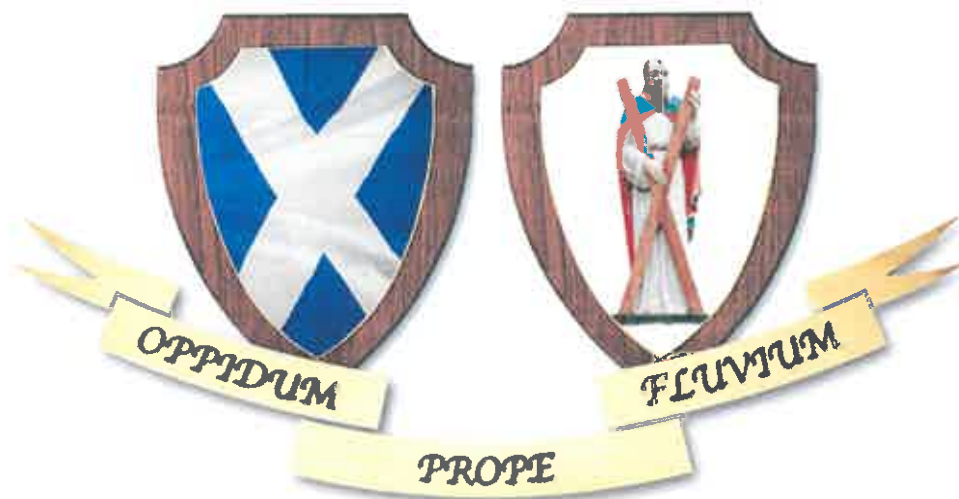
The Town Council is asked to consider the Community Emergency Plan and confirm it for use during Winter 2020/21. The Town Council Continuity of Service policy for Coronavirus and Influenza is still in use following approval in March 2020.

Legal Implications

All decisions and actions taken by or on behalf of Thorpe St Andrew Town Council must (1) be within the local powers of the Authority; (2) comply with any procedural requirement imposed by law; (3) be within the powers of the body or person exercising powers on behalf of the Authority; (4) be undertaken in accordance with the Authority procedural rules inc. Standing Orders and Financial Regulations; (5) be fully and properly informed; (6) be properly motivated; (7) be taken with regard to the fiduciary duty of the Authority to its residents; and (8) be reasonable and proper.

Financial Implications

There are no financial implications arising from this report.



THORPE ST ANDREW TOWN COUNCIL

THORPE ST ANDREW TOWN COUNCIL COMMUNITY EMERGENCY PLAN

Remember – In an emergency call 999 and never put yourself or anyone else in danger.

Town Emergency Contact Thomas Foreman – [REDACTED] / 07525 232582

Deputy Emergency Contact Darrin Sayer – 07525 232583

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OVERVIEW

CONTACTS

Main Contacts

Town Emergency Contact – Thomas Foreman

Contact address: Town Hall, Fitzmaurice Park

Email: Office@thorpestandrew-tc.gov.uk

Phone: 01603 701048 / 07525232582

Deputy Town Emergency Contact – Darrin Sayer

Contact address: Town Hall, Fitzmaurice Park

Email: Office@thorpestandrew-tc.gov.uk

Phone: 01603 701048 / 07525232583

Volunteers

Name	Telephone	Email	Comments

Salvation Army

Divisional Emergency Vehicle for emergency situations. Tea Urn and at least a couple of pairs of hands. Depending on the requirements of the emergency they should be able to access other practical support such as clothing etc. from the other two Salvation Army Corps (churches) in Norwich.

Contact.....

Key Locations

Sainsbury's Pound Lane – Car Park - Meeting Point

Town Hall – Fitzmaurice Park Pound Lane NR7 0UL – 01603 701048

Roxley Hall – Yarmouth Road NR7 0QF

POTENTIAL COMMUNITY RISKS AND TRIGGERS

Risks

Severe Weather

Utility Failure

Flooding – River Green Yarmouth Road

Human Health

Triggers

Government and/or National bodies (such as Public Health England, NHS, Met Office)

Notification from UK Power Networks

Call from Local Authority

Call from Police

Call or Message from Local Resident

Immediate Action Plans

Town Emergency Contact or Deputy to liaise with Parks & Estates Team – Meeting at Town Hall or via telephone

Activate Telephone Tree and if needed, arrange to meet at one of the Key Locations to discuss actions.

Carry out actions deemed necessary depending on the type of emergency

Report back to Plan Co-Ordinator

Liaise with Broadland District Council and Norfolk County Council Emergency Planners if assistance required i.e. Highways, Environmental Health, Road Closure, Road Clearance

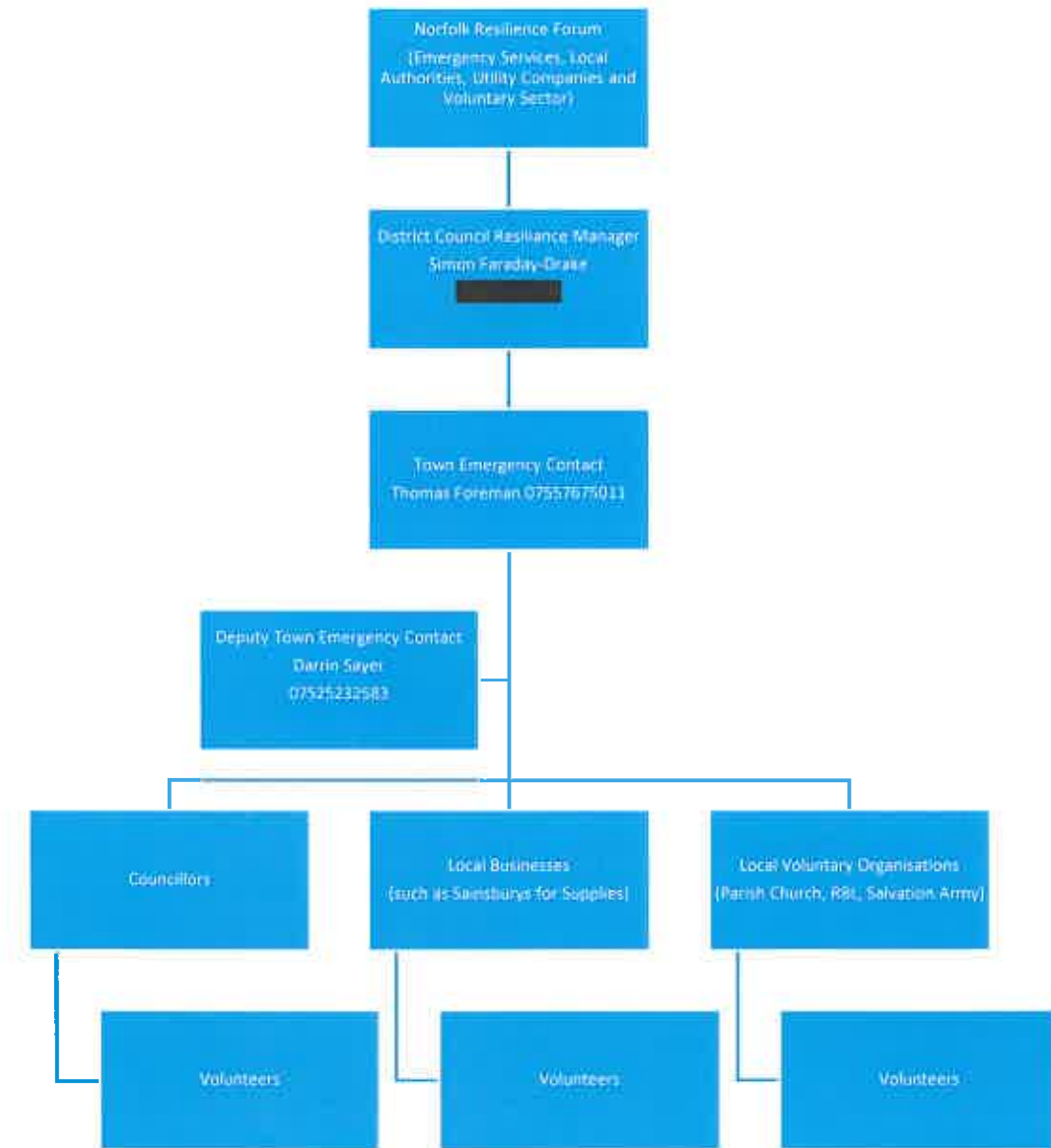
RESOURCES

Internal First Aid Skills

Jason Calver– 07864 623236

Thomas Foreman – 07525232582

Telephone Tree



Supplies

The Town Council will, where possible, assist with the distribution of supplies – particularly in circumstances where vulnerable residents are unable to leave their homes.

29/10/2019 – Sainsburys, Pound Lane reaffirmed the commitment to provide emergency supplies as required.

Roads and Paths For Gritting Or Snow Clearing

Hillside Avenue from where it joins Thunder Lane all the way to/past the school and down School Avenue

The Path that leads through the woods from Pound Lane down to Dussindale Drive

South Hill Road from the junction of South Hill Close to Spinney Road on either side

Gorse Road up the Alley way to St Williams Way

Footpath that runs alongside the Railway Line in Dussindale

Where you turn from the School path and go right towards the Railway Bridge

The Bridge over the Ring Road, St. Williams Way

Furze Road & St Williams Loke

The Jitty from St Catherine’s Road down to Longfields Road

Community Organisations – Identifying Elderly and/or Vulnerable Residents in Thorpe St Andrew
Various Churches/Church Groups – [REDACTED]

Royal British Legion - [REDACTED]

Broadland Older Peoples Partnership [REDACTED]

Broadland District Council

USEFUL CONTACT NUMBERS

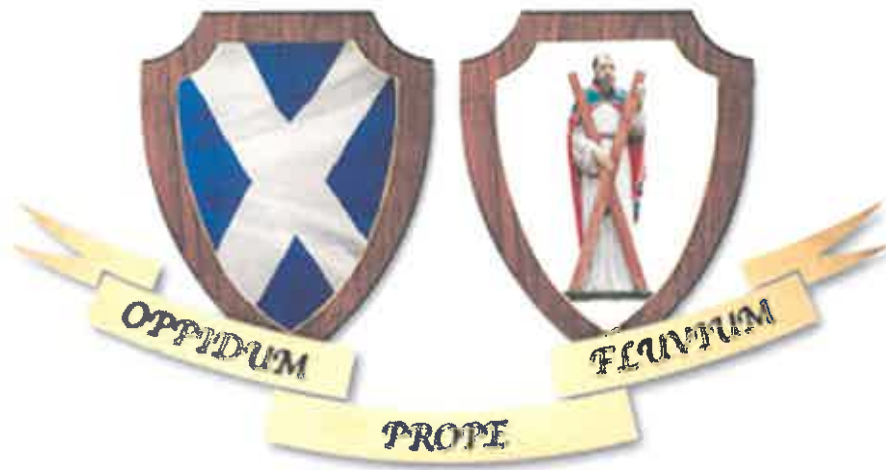
Broadland District Council Resilience Officer – Simon Faraday-Drake

[REDACTED]

Norfolk County Council Resilience Team – for general advice & contact lists

[REDACTED]

Sainsbury's – [REDACTED]



THORPE ST ANDREW TOWN COUNCIL

Continuity Policy

(Influenza and Coronavirus):

Service Continuity, Employment, and Hire

1. Introduction

As part of its Business Continuity arrangements Thorpe St Andrew Town Council (the Council) is required to plan responses to major incidents which may cause substantial disruption to the services it delivers.

The World Health Organisation defines a pandemic as the worldwide spread of a new disease. An influenza/coronavirus pandemic occurs when a new virus emerges and spreads around the world and most people do not have immunity.

This policy outlines the principles to be used in the event of a pandemic and is intended to provide guidance to all managers and employees. It will need to be reviewed in the event of a pandemic in the context of national advice and local conditions and as such may be amended as required. Other actions in addition to those detailed in this policy may be identified by the Town Mayor and Town Clerk, where the specific nature of the pandemic requires it.

The response/actions required to mitigate the effects of employee shortages arising from a pandemic will be dependent on the scale of the absenteeism and the roles of those affected.

2. Equal opportunities

The Council wishes to promote equality and has a number of obligations under equality legislation. All employees are expected to adhere to this policy in line with these obligations. Reasonable adjustments or supportive measures should be considered to ensure equality of access and opportunity regardless of age, gender, maternity, pregnancy, gender reassignment, marriage, civil partnership, race, ethnicity, sexual orientation, disability, religion or belief.

3. Scope

Any of the responses/actions and the exceptional terms and conditions detailed in this policy may be:

- applied to all Council employees;
- applied from a date to be determined by the Finance and Staff Committee – or the Finance and Staff Committee Chair, Town Mayor and Town Clerk where a significant change has occurred and there is insufficient time or it is not possible to convene a meeting of the Committee.

4. Changes to terms and conditions during pandemic event

The exceptional circumstances provided by a pandemic event will require an exceptional response from the Council in relation to employment matters. These local arrangements have been designed to respond to an emergency situation and are not intended to become long-term practices.

Any revision to working conditions or procedures will not be introduced without consideration of the possible health & safety consequences of such changes. Risk

assessments should be reviewed prior to the introduction of new or revised procedures to ensure any new hazards and associated risks that may be introduced as a result of the changes are considered in accordance with "The Management of Health & Safety at Work Regulations 1999". Employees may wish to seek the advice of their Line Manager or in his/her absence, the Town Clerk.

5. Basic hygiene issues

Cleanliness and good hygiene is paramount to reducing the spread of infections so the Government has advised that individuals should:

- Always cover nose and mouth with a tissue when coughing or sneezing
- Dispose of used tissues promptly and carefully ('Catch it, Bin it, Kill it')
- Maintain good basic hygiene including regular hand washing

Employees are expected to maintain good hygiene in accordance with government advice.

6. Cleaning and disinfection

The Council will follow Public Health England's advice on appropriate cleaning and disinfection. Typically for 'flu all surfaces that a symptomatic person has come into contact with must be cleaned and disinfected with dilution of 1000 parts per million available chlorine, or comparable alternative solution, including objects which are visibly contaminated with body fluids, plus all potentially-contaminated high-contact areas such as bathrooms, door handles, telephones and grab-rails in corridors and stairwells.

7. Employees at work who appear unwell

It is essential that all employees who are suffering from the influenza/coronavirus should stay at home. This is for two reasons:

- to ensure that they recover and are able to return to work as quickly as possible
- to minimise the risk of spreading infection.

If an employee reports for work and is displaying viral symptoms, or if they become unwell during the course of the working day, managers should consider sending them home. Symptoms of the virus may include severe headache, fever, aches, cough, sore throat, vomiting, diarrhoea and runny nose. In the event of an employee being sent home managers should ensure that they are fit enough to travel.

In the event that an employee refuses to leave their place of work, managers should discuss with the Town Clerk and Chair of the Finance and Staff Committee.

8. Self-isolation

Self-isolation is about protecting others and stopping the spread of a virus. It is very important that any employee who has or might have been exposed to the virus limits the number of people they come into contact with. If you are asked to self-isolate by

your GP, NHS 111, or by Public Health England, it is important that employees follow the advice which is there to keep you, your family, colleagues and community safe.

Any employee who is prevented from attending work because of contact with an infectious disease who is not unwell themselves shall be entitled to receive normal pay. Where practicable, those employees who have been asked to self-isolate should work from home subject to the demands of their service. Please see section 18 for further information around working arrangements.

Any period of absence in regard to a period of self-isolation shall not be reckoned against the employee's entitlements under the sick pay scheme.

9. Sickness reporting by employees from home

Employees who develop symptoms outside working hours should follow the normal absence reporting procedure.

10. Returning to work

Managers should encourage employees not to return before they are fit and arrange to keep in touch with absent employees to encourage them to return to work when fit to do so. Employees returning from long term sick may be vulnerable to viral infections and its associated complications. In such a situation up to date medical advice should be obtained in order to properly assess the risk.

Employees who are starting to feel better should seek medical advice before returning to work.

All employees that return to work following a period of sickness absence will need to undertake a return to work interview with their line manager, or the Town Clerk. This will ensure:-

- absence is accurately recorded
- the extent to which the employee is fully fit is established
- managers and employees can agree on limitations that may apply upon return

The return to work interview should ideally take place before the commencement of normal duties, however it is recognised that this may not always be practical.

11. Vulnerable groups

Any staff with managerial responsibilities should be aware that speed of recovery will be dependent upon the general health of the individual and may take longer for those with an underlying health problem. Those who are generally more at risk from becoming seriously ill are:

- pregnant women
- young children under five
- people aged 65 years and older
- people with diabetes mellitus
- people with HIV/AIDS
- people who have had drug treatment for asthma within the past three years
- people with heart disease and stroke

- malnourished people
- people with suppressed immune systems (whether caused by disease or treatment)
- people with chronic (long-term) lung disease
- people with chronic heart disease
- people with chronic kidney disease
- people with chronic liver disease
- people with chronic neurological disease (neurological disorders include chronic fatigue syndrome, motor neurone disease, Parkinson's disease and multiple sclerosis)
- and any other group identified by the NHS and/or Public Health England

NHS 111 will provide appropriate advice to employees who may be concerned.

Employees who fit into this category may already have had advice or information from their doctor as part of the GP's monitoring system, but if in any doubt they should seek advice from NHS 111. Any employee who believes they may fall into this category should inform their line manager immediately so that appropriate arrangements can be considered. Where the appropriate action is to advise /require an employee to stay at home (based on medical guidance), the line manager should speak to the Town Clerk or Chair of the Finance and Staff Committee for advice.

12. Employee sickness and self-certification

Following any Government advice for those with suspected cases of a pandemic virus not to visit their GP surgery, the Council may implement exemptions to its Sickness Absence Notification Procedures and extend the existing self-certification system. This extension will depend on Government advice received at the time.

This will be further reviewed and extended if sick certificates are not available for other types of absence not related to the 'flu pandemic.

Sickness confirmed as pandemic related will be recorded and processed for Human Resource and payroll purposes in the same way as any other sickness but will not be used to calculate sickness rates in relation to absence triggers under the Attendance Policy.

13. Refusal to attend work

Fear of contracting an illness in itself is not a sufficient reason for an employee not to attend work, and faced with a refusal, managers should advise employees that they are expected to continue to report for work. Reasons for such a refusal should be fully explored and a risk assessment conducted. Medical advice should also be sought where appropriate, and Managers should speak to the Town Clerk and the contracted HR Advisor before taking any action. Employees should note that any absence would be unpaid and the same conditions of employment apply in respect of unauthorised absence as in any other circumstance.

14. Encouraging fit employees to attend for work

Employees will be reminded that the expectation is that unless they are unwell, they should attend work.

There may be some instances where employees are unwell and are absent from the workplace for a few days, which is not related to the pandemic situation. In these circumstances, it is important that once well, these employees return to work and that they confirm the virus has not affected them. This information will be collated by the Town Clerk.

15. Employees with Family Members Affected

It is possible that there are employees who have had contact with a family member who is either showing pandemic virus symptoms, or is suspected of having come into contact with the disease, but is yet to show symptoms. In such cases, employees should contact either NHS 111 or their GP for medical advice, and discuss their situation and the advice they have been given with their manager e.g. attend work as normal, refrain from work. Where the advice is to refrain from work as a precautionary measure, managers should contact the Town Clerk or contracted HR Advisor for further advice.

16. Employees' Care of Sick Relatives/Children/School or Day Care Closures

Employees who are not directly affected by the influenza virus, but have vulnerable family members (children, elderly or those who have existing medical risk factors), who are infected, may need to stay at home to provide care. Also, there may be some cases, where employees may need to stay at home to care for their relatives/children, where they have been unable to attend their day care centre/school due to its closure for reasons of emergency. Where this is a short term arrangement, for example to allow for a school to be deep cleaned the Council's TOIL/Annual Leave/Unpaid Leave policy will be adopted.

Where a longer period at home is needed to provide care, government guidance will be followed. Special homeworking arrangements may be agreed by their line manager for the duration of the pandemic subject to the demands of their service area and the overall staffing level of the Council.

Managers and employees should contact the Town Clerk if they have any queries regarding implementing short term unpaid time off in relation to a pandemic. Where arrangements are likely to require long term support, TOIL, Annual Leave, Flexitime and flexible working requests may need to be considered. These may require discussions between the Town Clerk and Chair of Finance and Staff.

17. Delivering services

The Town Clerk in consultation with the Town Mayor and Chair of the Finance and Staff Committee will establish essential functions/posts and identify which services could be curtailed or closed down during either all or the most intense phase(s) of the pandemic.

18. Working arrangements

Where practicable, employees may be able to work from home subject to the demands of their service area and the overall staffing level of the Council. However this is only

appropriate in circumstances where employees are fit and well and in ordinary circumstances would have attended work.

Employees who are at home and under ordinary circumstances would be at work, should contact the Town Clerk on a daily basis and make sure that they have enough work which can be done away from their usual work base. For those unable to work from home due the type of work they would usually undertake, there is an expectation that they must still be available and contactable during work hours. Employees are expected to try their best to attend work without putting themselves or others at undue risk. Managers should discuss alternative working arrangements with their employees and review these on a weekly basis to ensure that these remain appropriate given the impact of the pandemic locally. Where employees become unwell during a period of working from home, this would then be deemed as sickness absence as stated in this policy and should be reported in the normal way.

Managers must ensure that there is service continuity at all times, and will need to balance their duty of care to their employees with the needs of the service and it should be noted that it may be necessary to require employees to attend work at the Council Offices to maintain service delivery and there is no automatic right to work from home.

If employees are unable to work from home due to the nature of their job, they may be allowed to make alternative working arrangements, for example making use of flexible working such as compressed hours etc. subject to the demands of their service area and the overall staffing level of the Council. Again, as the local situation develops changes to working practices may need to be reviewed and/or revoked.

Weekly task sheets providing details of general duties to be undertaken will be issued to staff. Additional daily tasks should be done in addition to these tasks, where possible.

All office staff should ensure they have access to 'Office' email system to access general enquiries from the public. This will ensure service continuity should one or more office staff members suffer pandemic viral symptoms.

19. Business travel

At some point during the pandemic all non-essential journeys may need to be cancelled. The guidance received from central government will be used to decide when this decision needs to be taken.

When 'social distancing' measures are needed, work-related activities involving contact with other people should be kept to a minimum to reduce the risk of infection. These activities include:

- Meetings, both formal and informal
- Training and development events
- Movement within a building
- Business Travel

Employees will be encouraged to make use of e-mails, the telephone and written correspondence.

The Town Clerk will make a decision as to whether meetings will be permitted to take place. If it is decided to permit a degree of discretion on the holding of meetings, the employee convening the meeting has a duty to consider whether it should take place bearing in mind the current situation and if so, whether its business could be conducted in a fashion not involving personal contact. If in doubt they should consult their manager.

20. Temporary redeployment to cover skills shortage areas

Should one or more services within the Council be subject to greater staffing shortages than other areas, there may be a need to redirect employees to keep essential services going and minimise disruption to the public where practical and appropriate to do so. This means that employees may be required to perform duties which are not normally in their remit. Any additional expenses incurred by employees as a result of this will be reimbursed, for example if their journey to work increases.

Non-essential service providers would be asked to volunteer to assist the Council to continue to provide its essential and statutory services although this may have to be a reduced service provision. Should no volunteers come forward, the Council will have to nominate individuals to fill in when required. In doing this, there will be an attempt to match employees in like for like roles and only make reasonable requests of employees considering grade, health, safety and legal qualifications needed to carry out a task (e.g. those working with children or vulnerable adults must have satisfactory DBS clearance).

It is the manager's responsibility to ensure that contingency arrangements are in place, and that adequate training and risk assessments are conducted beforehand as far as possible. It is also essential for managers to ensure that processes are well documented and plans are in place to provide training for new members or employees.

Flexibility clauses within existing employment contracts will be used to discuss, negotiate and agree 'reasonable' changes in duties/hours/work location during a pandemic.

21. Annual Leave/TOIL/Flexitime

Initially volunteers will be sought from the affected services, however if there are shortfalls the Town Clerk will consider the cancellation of all non-essential pre-booked annual leave/TOIL/Flexi and place an embargo on the granting of non-essential new annual leave/TOIL/Flexi for all employees or for those employees in designated priority services.

In circumstances where financial loss can be proven as a result of cancelling the holiday (e.g. loss of deposit), the annual leave may still be permitted.

Annual leave/TOIL/Flexi will be credited back as appropriate and the normal rules in relation to 5 days' carry over will be relaxed, allowing the leave to be carried forward (if more than 5 days and the direct result of the pandemic) in light of the exceptional circumstances subject to the limitations of the Working Time Regulations.

22. Maintenance of pay

As with the rest of the organisation it is envisaged that there may be problems related to the maintenance of pay. It might become necessary for all employees to be paid at a standardised rate, with a clause to adjust any discrepancies afterwards. Monthly BACS transfers must be treated as a priority. Any non-contractual pay such as expenses or overtime may need to be paid at a later date. It should be made clear to all employees that any over payments or underpayments will be amended in the following month's payroll.

In these situations it becomes extremely important for managers to complete any payroll notification changes by pre-arranged time periods. This will allow, where possible, for payroll changes to be made on the system in time for the payroll cut-off date.

23. Working Time Regulations

As far as reasonably practicable the Council will ensure that employees are rostered to work in a planned way and that they have appropriate rest periods. Working Time Regulations will be complied with.

24. HR Records

Sickness confirmed as pandemic related will be recorded and processed for HR and payroll purposes in the same way as any other sickness but will not be used to calculate sickness rates in relation to absence triggers under the Attendance Policy.

Employee records should be updated and information retained to include details of which employees have been infected and recovered or have been vaccinated. This will facilitate the future planning of staffing levels in the event of subsequent waves of infection. The planning presumption is that there will be at least a second wave that will occur some weeks following the end of the first wave.

25. Communication

All computer, software, and email passwords must be provided to the Town Clerk. Any procedures/alarm codes for opening sites/buildings/workshops must be emailed to the Town Clerk, including the locations of keys required for all machinery and vehicles.

All staff must provide telephone numbers which they can be reached on during normal office hours, where ever possible this should be a work telephone number.

26. Information to be made available to employees

The main sources of information for employees will be the intranet, and regular updates via email to managers to be further cascaded to their teams. Employees should contact their manager in the first instance re work issues. Please note that a pandemic situation is constantly evolving, and therefore advice may change on a daily/weekly/monthly basis. As a result of this, it is best practice to always follow the up-to-date guidance from the Government, NHS or Public Health England:

For up-to-date information and guidance please visit the NHS Website: www.nhs.uk

For government guidance please visit the GOV website: www.gov.uk

Information will also be circulated on the staff intranet

Staff should not attend their GP surgery or Accident and Emergency department unless they have been medically advised to do so.

27. Closure of Sites

The Council hires its building to residents, businesses, and other partners/organisations. Understandably, there is a duty on the Council to act responsibly when considering the impact of pandemic on its buildings and sites. When there is uncertainty about the time a virus may be active on a surface, the Council will increase its cleaning regime. However, it is impossible to ensure all surfaces are clean and virus-free if they have previously been exposed to influenza/coronavirus.

The Town Clerk, in conjunction with the Chair of Finance and Staff and Town Mayor will decide when the closure of buildings/non-public areas of sites is required. This includes banning contractors and subcontractors from sites to ensure the safety of staff still operating.

Any hire cancellations initiated by hirers during a time of pandemic will not be charged. No hire costs will be charged as a result of cancellations made by the Council, nor will any compensation be paid to hirers at a loss due to cancellation. The Council may also be required to cancel regular events it operates, these will be cancelled by the Town Clerk in consultation with the Town Mayor, Chair of Events and Media Committee, and Chair of Finance and Staff.

28. Further Advice & Information

Further advice and assistance is available from the Town Clerk.

Norfolk Emergency Response Guidance 2019

Version	6.6
Author	NRF Members
Reviewed by	NRF Members
Authorised by	NRF Executive Board
Next review date	March 2020



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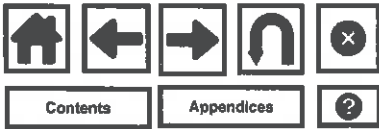


Foreword

The purpose of this guidance document is to outline the agreed procedures and arrangements for effective integrated multi-agency command, control and coordination when dealing with all phases of emergencies in the County. Individual plans and procedures adopted by each of the emergency services, local authorities and other key agencies involved in the response are understandably devoted to the role of the service concerned.

In preparing this document the authors have recognised that each emergency is different and has its own unique features. The guidance contained in this document is designed to offer a framework within which those responsible for the successful resolution of emergencies can work together with maximum efficiency. It follows the principles of the Civil Contingencies Act 2004 as documented within the non-statutory guidance **"Emergency Response and Recovery"** and the existing well-established practice of the Norfolk Resilience Forum that states an integrated approach to emergency management should be taken.

The Norfolk Emergency Response Guidance will form the basis of integrated emergency management training and exercises undertaken within the County and will be reviewed annually. The principles outlined in this document should, as far as possible be adopted at any emergency requiring an integrated multi-agency response.



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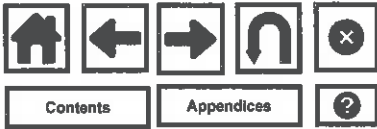
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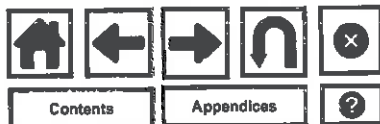
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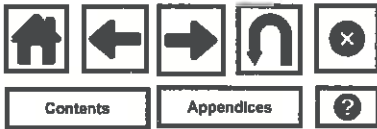
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Purpose of this guidance

This plan provides guidance to Norfolk Category 1 and 2 Responders, and other supporting organisations, of how Norfolk will generically respond to and recover from emergencies in the County.

The aims of this plan are to:

- Provide a single multi-agency framework, outlining coordination arrangements for Norfolk, to which all Norfolk responding organisations will subscribe
- Summarise the roles and responsibilities of Norfolk Category 1 and 2 Responders and other supporting agencies in Norfolk
- Outline how responding organisations will work collectively.

Protocols

This guidance will take effect date March 2019. It will be formally reviewed every 3 years. This process will be advanced should legislation, best practice guidance change or if lessons are identified following activation for an emergency or exercise. The master copy of this document and a record of the review and decision-making process will be held by the NRF Business Manager, and will be made available for audit as necessary. Contributing organisations are asked to notify the NRF Business Manager of any changes that may impact on the content or procedures outlined in this guidance. Prior to publication, the Norfolk Resilience Forum will consider all amendments to this guidance.

Activation

This guidance provides the principles which should, as far as possible, be adopted at any emergency requiring an integrated multi-agency response. As such, there is no need to 'activate' this plan.



Section 1 - Introduction

The risks to our County are well documented in the Norfolk Community Risk Register (CRR). Where required, plans have been prepared in respect of individual risks, for example Control of Major Accident Hazard (COMAH) sites and those risks rated as "High or Very High" within the CRR. However, to augment these plans it is necessary to provide an overarching multi-agency document outlining how the emergency services, Local Authorities and other organisations will respond to emergencies.

Emergencies have similar characteristics on which this guidance is based. This document offers a framework within which those who are responsible for the successful resolution of an emergency are able to work together with maximum efficiency.

The guidance can equally be used for less serious emergencies which warrant a coordinated response from the agencies involved.

1.1 Definitions

In order to ensure that there is complete understanding of the phrases that are likely to be used, they are defined as follows:

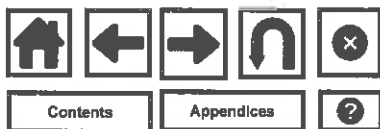
a. Major Incident

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

It is vitally important that, when appropriate, a "major incident" is declared. This decision must be clear and communicated between all necessary agencies.

b. Emergency

- 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



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

The common themes of emergencies are: the scale of the impact of the event or situation, the demands it is likely to make of local responders; and the exceptional deployment of resources.

c. Response

Response encompasses the decisions and actions taken to deal with the immediate effects of an emergency. In most scenarios it is likely to be relatively short and to last a matter of hours – rapid implementation of arrangements for collaboration, coordination and communication, is vital. Response encompasses the effort to deal not only with the direct effects of the emergency itself (e.g. fighting fires, rescuing individuals) but also the indirect effects (e.g. disruption, media interest). It must be recognised that some emergencies can be protracted, lasting several days or even months. For example widespread flooding or outbreaks of animal or human diseases.

d. Command

Command is the exercise of vested authority that is associated with a role or rank within an organisation, to give direction in order to achieve defined objectives.

e. Control

Control is the application of authority, combined with the capability to manage resources, in order to achieve defined objectives. Some organisations define command and control together, but the key element of control is the combination of authority with the means to ensure command intent is communicated and results monitored. While command cannot be exercised by one organisation over another, the **authority to exercise control of an organisation's personnel or assets**, for a specified time period to attain defined objectives, can be granted or delegated to another organisation. This granting of control does not imply that the responsibility for those resources has been transferred.

f. Coordination

Co-ordination is the integration of multi-agency efforts and available capabilities which may be interdependent, in order to achieve defined objectives. This function is exercised through the pre-designated Strategic, Tactical and Local co-ordinating structures where agency representatives act as a conduit to individual agency command and control functions.



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g. Subsidiarity

The Emergency Response and Recovery guidance states that the UK's approach to emergency response and recovery is founded on a bottom up approach, in which operations are managed and decisions made at the lowest appropriate level. In all cases, local agencies are the building blocks of response and recovery operations. In actuality local levels deal with most emergencies with little or no input from sub national or national levels'. Decisions should be taken at the lowest appropriate level, with coordination at the highest necessary level.

h. Direction

Clarity of purpose comes from a Strategic aim and supporting objectives that are agreed, understood and sustained by all involved. This will enable the prioritisation and focus of the response and recovery effort.

i. Recovery

In contrast, recovery may take months or even years to complete, as it seeks to support affected communities in the reconstruction of the physical infrastructure and restoration of emotional, social and physical well-being.

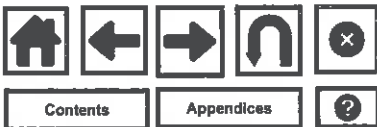
Recovery is defined as the process of rebuilding, restoring and rehabilitating the community following an emergency. Although distinct from the response phase, recovery should be addressed from the very beginning, as recovery actions taken during the response phase can influence the longer-term outcomes for a community.

j. Category 1 Responder

These are identified as the main agencies involved in most emergencies at the local level. The designation of Category 1 status also brings with it certain CCA obligations outside the scope of this document.

k. Category 2 Responder

These are the organisations that are likely to be involved in some types of emergencies, for example transport companies/utilities. If the emergency involves them, they will be expected to cooperate with the Category 1 Responders at all stages.



1.2 Type and Scale of incidents

Incidents may be international, national, regional or local level in scale and generally fall into one of two categories:

a. Sudden Impact

These occur with little or no warning and require an immediate response. Examples of this could be significant transport collisions, fires or explosions.

b. Slow Onset

This type of event has a lead in time of days, weeks or months. It can include severe weather, flooding or pandemics.

1.3 Declaration

In most cases it is the Emergency Services who are first to respond to an emergency and declare a Major Incident. The declaration can be made by any of Category 1 or Category 2 Responder or site operator, who considers that any of the criteria are satisfied, it is down to each organisation to decide which role or rank can make this declaration.

It is the responsibility of the agency making the declaration to ensure all others are notified using the **Alerting – Norfolk Multi-Agency Incident Call Cascade**. It must be recognised that what is an emergency as defined within the CCA to one agency, may not be so to another. However all agencies would be notified, so that where appropriate, resources can be deployed in a stand by capacity if necessary.

1.4 Risk Assessment

a. Community Risk Register

A key requirement of the Civil Contingencies Act (CCA) is that the Local Resilience Forum (LRF) should produce a CRR that provides a collective assessment of the hazards and risks within the LRF area.

The National Risk Register Assessment forms a platform from which the CRR is produced, the purpose of the CRR being to identify and quantify local risks.

This information is then used to inform the public, in addition to providing meaningful information to the NRF during its emergency planning, training and exercising activities. The Norfolk CRR is a public document and is available on the NRF website at:

www.norfolkprepared.gov.uk



b. Integrated Emergency Plans

Wherever appropriate, specific multi-agency plans have been prepared for relevant sites or hazards within the County. These fall into various categories:

- For risks identified by the CRR process
- As required by regulations i.e. CoMAH 2015, Major Accident Control Regulations (MACR), Major Accident Hazard Pipeline
- General procedure (e.g. NRF Multi-Agency Major Incident Communications Plan)
- Other site specific (e.g. Norwich International Airport)
- General occurrence (e.g. Norfolk Coastal Pollution Response Plan).

1.5 Business / Service Continuity

The Civil Contingencies Act requires Category 1 responders (see **Appendix A – Norfolk Resilience Forum**) to maintain business continuity plans to ensure that they can continue to deliver their critical functions in the event of an emergency, so far as is reasonably practicable. The duty relates to all critical functions, not just their emergency response.

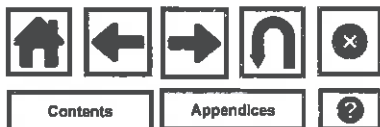
Through the Business Continuity Management (BCM) process, procedures should be developed to ensure that these critical activities are maintained within the agreed timescales. Plans should be developed and regularly reviewed.

Each agency should consider the implications of its response on other organisations, to ensure that a coordinated response is achieved; this can be evaluated through multi-agency exercises.

1.6 Training and Exercising

The NRF training and exercise group coordinates the training & exercise activity throughout the NRF. They undertake a programme of multi-agency exercises and training events based on risks identified in the Community Risk Register, these include:

- Table top exercises
- Live exercises
- Multi-agency Tactical and Strategic courses
- Briefing days and workshops



Section 2 - The Combined Response

2.1 Alerting – Norfolk Multi-Agency Incident Call Cascade

The Norfolk Multi-Agency Incident Call Cascade should be used to give a heads-up to organisations of a multi-agency incident; inform a Major Incident has been declared and request attendance at a Strategic, Tactical or Local Coordination Group. It is generally accepted that if a Major Incident is declared, some form of multi-agency coordination should be activated.

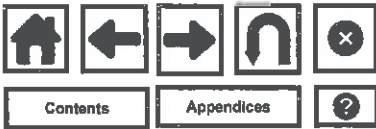
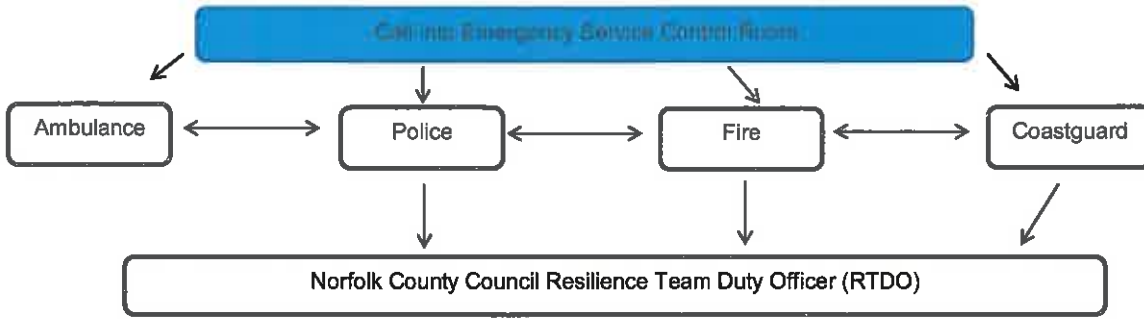
The first meeting of the TCG or SCG is likely to be a teleconference. A decision can then be made as to whether the activation of the venue is required. If multi-agency coordination is required, and the Emergency Services have not made the request, then the requesting agency should ensure that an Emergency Service Control Room is alerted of the coordination group activation and asked to start the call cascade process as per the below.

Note – Norfolk Constabulary has the responsibility for establishing the physical Tactical Coordination Centre at Wymondham Police HQ so should be notified at the earliest opportunity of a TCG. The Police Control Room will make contact with the TCC Room Managers for the physical set up. Norfolk County Council has the responsibility for establishing the Strategic Coordination Centre at Whitegates, so should be notified at the earliest opportunity of a SCG. The Resilience Team will complete the physical set up of the venue.

This call cascade does not include the internal cascade organisations will be required to undertake. Not all organisations will need to be notified about every incident, some professional judgement is required to identify who should be notified. Note CoMAH, Norwich Airport & other site specific plans may have a unique call cascade which will be included in the site specific Emergency Plan.



2.2 Initial notification



Cascade notification

Ambulance

- Emergency Service Control Rooms (if take initial call)
- NHS England
- Acute Hospital (s)
- Public Health England

Police

- Emergency Service Control Rooms (if take initial call)
- British Transport Police
- Norfolk County Council RTDO

Fire

- Emergency Service Control Rooms (if take initial call)
- Norfolk County Council RTDO
- Environment Agency

NCC RTDO

- Emergency Service Control Rooms (if take initial call)
- Local Authority District(s)
- Clinical Commissioning Groups
- Military
- Utility Companies
- Highways England
- Ministry of Housing, Communities and Local Government (MHCLG)
- Met Office
- Top Tier Control of Major Accident Hazards Sites (if incident is near their site)
- Voluntary & Faith Agencies

HM Coastguard

- Emergency Service Control Rooms (if take initial call)

Environment Agency

- Water Company (ies)
- Food Standards Agency
- Health & Safety Executive
- Internal Drainage Boards



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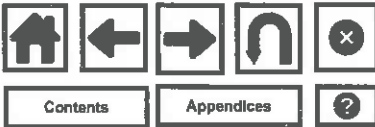
2.3 Reporting model

The following reporting model will be used as the basis for Shared Situational Awareness amongst responding organisations:

	M	Major Incident Declared or standby?
E	E	Exact location
T	T	Type of incident
H	H	Hazards present or suspected
A	A	Access / egress routes safe to use
N	N	Number, type, severity of casualties
E	E	Emergency responders present, and organisations required?

2.4 Resilience Direct

Resilience Direct is used to share information during the planning and response phases of an emergency. The secure system is web based, and will be the single platform used to share information in Norfolk during a response to a multi-agency incident. Organisations should consider how they will access and update the system during an incident.



Section 3 - Scene Management

As part of scene management, the following will need to be considered:

3.1 Forward Command Post (FCP)

This will be established by the emergency services during the initial response, in order that activities can be properly coordinated. Should cordons be in place, it is likely that the FCP would be situated just outside the inner cordon; this is where the Operational Commanders at the scene will liaise and agree priorities. Once the coordination structure is established, much of the operational information fed into the TCG will come from here.

3.2 Cordons

Cordons should be established to:

- Secure the scene for any potential evidential purposes
- Protect the public
- Control sightseers
- Prevent unauthorised interference with the scene
- Facilitate the work of the responding organisations

An inner cordon should be established to enclose the scene of the emergency and contain any area of hazard or contamination. Generally the Police will have the responsibility, when appropriate, to ensure that details of persons entering or leaving the inner cordon are documented for evidential purposes. Individual agencies remain responsible for the health and safety of personnel that they have operating within the inner cordon; responders may be refused access into the risk area if they do not have the appropriate personal protective equipment (PPE).

An outer cordon will be set up, probably by the Police, in order to seal off an extensive area around the inner cordon and provide a controlled area into which only authorised personnel have access.

3.3 Scene access

Control of access arrangements via the designated scene access control points will be imposed for both the inner and outer cordon.



3.4 Traffic cordon

This will be established to prevent congestion at the scene and allow free access and egress of emergency responders. Personnel staffing the cordons should implement mechanisms for allowing non-emergency services personnel to gain access to the scene if appropriate.

3.5 Rendezvous Point (RVP)

Resources immediately required at the scene should be directed to the designated Rendezvous Point. The function of this location is to facilitate:

- Maintenance of the incoming / outgoing resources
- Issue of necessary equipment
- Briefing and debriefing personnel.

3.6 Marshalling Area

A marshalling area may be set up for resources not immediately required at the scene or which, having served their purpose, are being held for future use. This area is usually set up between the RVP and scene, within the outer cordon.

This area can also be used to provide briefing / debriefing facilities and welfare areas for staff that have been working at the scene.

3.7 Flying Restrictions

If required, the Police (as 'Emergency Coordinating Authority - ECA') can request that a "Temporary Danger Area" is imposed around the scene. This will advise all aircraft pilots to avoid flying in a defined area in order to protect the safety of those working at the scene. However, if a Temporary Danger Area fails to meet the objective or is deemed to be inappropriate for a particular incident, Emergency Restriction of Flying Regulations may be introduced. The Regulations will make it an offence to fly within the designated Restricted Area (Temporary) without the permission of the appropriate ECA.

Any request for such restrictions from personnel at the scene will be made through the Police Contact and Control Room who will contact the Distress and Diversion Cell at the London Air Traffic Control Centre. The Maritime & Coastguard Agency is also able to assume the ECA role in certain cases.



3.8 Others

On scene Commanders must consider the need to establish all or some of the following functions:

- Traffic routes
- Casualty clearing station
- Ambulance loading point
- Survivor assembly point
- Vehicle marshalling area
- Helicopter landing site
- Holding audit area (body holding)
- Triage
- Media liaison point.

3.9 Responder withdrawal

The decision regarding when to withdraw responders from a risk area can be a difficult one. But there is clearly a need for a robust risk based decision making process, in order to prevent individuals being exposed to an unacceptable level of risk.

In addition, the level and speed of response and withdrawal of responders, is likely to be subject to a certain degree of scrutiny - from those affected and also the media. A systematic multi-agency risk assessment process followed during pre-event, response and recovery stages, would provide a robust evidence base from which critical observations, should they arise, be countered.

Section 4 - Command, Control and Coordination

4.1 Introduction

This section introduces the framework for the management of the emergency response effort; this will be undertaken at one or more of three ascending levels: Operational/Local, Tactical and Strategic. Detailed information around the Tactical and Strategic Level can be found in **Appendix D – Strategic Aide Memoire** and **Appendix E – Tactical Aide Memoire**.

Command and co-ordination levels for emergencies of the 'sudden impact' type will start from the operational level at the scene and be escalated as necessary. For slow onset emergencies such as a threat of flooding, co-ordination levels may be activated as required.

See **Appendix C – Coordination Structure** which illustrates a typical command structure which could be established for an emergency.



4.2 Operational Level

At this level, hands on work is undertaken at the site(s) of the emergency or other associated areas. Operational Commanders or Managers will concentrate their effort and resources on the specific tasks within their areas of responsibility, liaising with on scene partners as necessary in line with JESIP and integrated response arrangements. They will act on delegated responsibility from their organisations until higher levels of co-ordination are established (if required).

These arrangements will usually be adequate to deal with most events or situations, but if events demand greater planning or resources, additional tiers of co-ordination may be necessary. A key function of a lead operational responder will be to consider whether circumstances warrant a tactical level of response.

4.3 Local Coordination Groups (LCG)

a. Purpose

LCG's are task, or geographically focused group(s) coordinating local assets and arrangements based on the priorities and resources allocated to them by the TCG.

These groups have no command and control function; this is retained by individual agencies. Local Coordinating Groups may not be required for every emergency, a single TCG may be sufficient for coordination purposes. Some smaller incidents may only require this level of management. It should be noted that tactical decisions should not be made at this level.

b. Activation

The decision to activate a Local Coordination Group is likely to be taken by the District Local Authority. District Local Authorities have the responsibility for identifying suitable LCG venues. Should a physical LCG need to be established, then the District Local Authority, via their Emergency Planning Duty Officer, should be notified at the earliest opportunity so this can commence.

c. Location

At least one venue per Local Authority District should have been identified, they should meet a set of criteria (similar to that of the Tactical Coordination and Strategic Coordination Centres) such as teleconferencing facilities, wi-fi access, meeting and break-out rooms. Virtual LCG's may also be held via teleconference if the situation warrants it.



d. Membership

Membership will vary depending on the type of incident. Those organisations not required to respond at the scene, or who may not have the correct Personal Protective Equipment (PPE) to respond to the scene are likely to be requested to sit at the LCG.

4.4 Tactical Coordination

If activated, the purpose of the Tactical Co-ordinating Group (TCG) is to ensure that the actions taken by the operational level are co-ordinated, coherent and integrated, in order to achieve maximum effectiveness and efficiency. Physical TCG meetings will take place at Norfolk Police Headquarters, Falconers Chase, Wymondham, NR18 0WW (OCC).

It will usually comprise relevant tactical representatives from Category 1 and 2 Responders and other relevant organisations. It is important to understand that the position of the tactical representative is role specific and not rank related.

A TCG could be activated when: the incident can no longer be managed at the Operational level or a multi-agency plan states it should be automatically activated.

Tactical reps have a role to play before, during and after an emergency:

Before an Emergency:

- Attend all relevant NRF working group meetings as appropriate
- Ensure you and your support staff are trained for their role
- Familiarise yourself with all relevant emergency plans
- Make contact and maintain lines of communication with other NRF partners
- Attend training and exercises as appropriate



During an Emergency:

- Maintain a detailed log of significant actions and events for use in subsequent debriefings and any official inquiries related to the emergency. (Agencies have their own trained emergency loggists who can provide support if necessary)
- Ensure you have all items needed to fulfil your role, such as mobile phone charger, relevant emergency plans, emergency contact list, maps, etc.
- On arrival introduce yourself to other tactical representatives at the earliest opportunity
- Throughout the emergency response, ensure effective contact with your operational personnel in order to maintain close links with what is happening on the ground
- Update your Strategic representative of any changes to the situation.

After an Emergency:

- Attend any debriefs (internal and multi-agency) when requested
- Ensure that any training needs are addressed for yourself and other staff
- Ensure that any emergency plans are reviewed and amended as necessary
- Compile and archive all incident logs as they may be required in a future inquiry.

See **Appendix E – Tactical Aide Memoire.**

4.5 Strategic Coordination

The Strategic Coordination Group (SCG) establishes the strategy and framework within which the Operational and Tactical Representatives will work in. Physical meetings will take place at Whitegates, Norwich Road, Hethersett, NR9 3DN. It will usually comprise relevant strategic representatives from Category 1 and 2 Responder Organisations and other relevant organisations.

The SCG should be activated when an event or situation has an especially significant impact, substantial resource implications, involves a large number of organisations or lasts for an extended duration of time. Strategic representatives have a role before, during and after an emergency:



Before an Emergency:

- Ensure emergency planning is embedded at all relevant levels within your organisation
- Ensure plans and procedures are up to date, fit for purpose and those arrangements are tested rigorously through effective simulation exercises with NRF partners
- Attendance at relevant NRF meetings
- Ensure you and your support staff are trained for their role
- Identify specialist/senior leads to support project based work of the NRF to ensure capabilities can be delivered

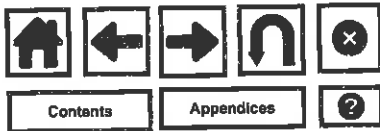
During an Emergency:

- Provide support and encouragement for the efforts of officers of all departments involved in the response to an emergency
- Maintain close links with local communities and ensure their views are taken into consideration
- Maintain a detailed log of significant actions and events for use in subsequent debriefings and any official inquiries related to the emergency. (Agencies have their own trained emergency loggists who can provide support if necessary)
- Ensure regular briefings from their own tactical personnel to maintain close links with what is happening on the ground
- Plan for the recovery phase
- Provide guidance to partners on emerging issues

After an Emergency:

- A key source of strength, inspiration and leadership for the local community in the recovery phase
- Attend any memorial / remembrance service as appropriate.
- Attend any debriefs (single and multi-agency) as requested
- Ensure that the lessons learnt are incorporated into updated and reviewed emergency plans and procedures

See **Appendix D – Strategic Aide Memoire.**



4.6 Government Level

Where the emergency warrants it, the SCG will report to the MHCLG Resilience and Emergencies Division (RED) and Operations Centre through the Government Liaison Officer (GLO), who in turn will report to Government via the COBR.

It is highly likely that during the event, information will be required at a national level to allow for wider communications, planning and support activities to be undertaken. Reporting can take various forms: single agency via emergency responder Co-ordination Centres or Lead Government Departments or multi-agency via MHCLG Resilience and Emergencies Division (RED) to COBR.

At Central Government level, the response and recovery may be overseen by the Prime Minister and/or other Ministers sitting at COBR. Multi-LRF coordination (Response Coordination Group – ResCG) through RED will be established if an incident impacts on more than one SCG area. The request for this additional layer of coordination is through the SCG Chairs in the affected areas into the GLO.

4.7 Military Aid

Military Aid to the Civil Authorities (MACA) can be sought when there is an urgent need to help to deal with an emergency arising from a natural disaster or major incident. The SCG will consider early in the response to every significant incident whether there is, or may later be, a role for the armed forces. The Joint Regional Liaison Officer (JRLO) from the Army Regional Point of Command (RPOC) Brigade Headquarters will advise on the capabilities that may be available to support the response and should be contacted in the first instance. See **Appendix G – Military Aid** for more detail.

4.8 Finance

It is imperative that accurate records are kept of expenditure during the "response phase". These records would be required should subsequent claims for reimbursement be progressed via processes such as insurance claims or the Bellwin Scheme. Costs also need to be recorded in relation to Military Aid.

4.9 Debriefing and Follow Up

Debriefing of all personnel should be regarded as an integral element of the response to an emergency. The purpose being not to apportion blame, but to identify the most and least effective aspects of the response and any lessons identified. Debriefings should be structured, and make best use of open questions to encourage participation.



A good debriefing will gather information and intelligence and identify:

- What went well and why (good practice)
- What did not go well and why (shortfalls, malfunctions)
- Identify areas for improvement, what would be done differently next time
- Provide recognition and praise as appropriate.

It is anticipated that debriefing will occur at operational, TCG and SCG levels. **The use of 'hot' debriefing immediately after the emergency is an effective forum to ensure all points from responders have been gathered. It provides a useful opportunity to address urgent operational and welfare issues. In the event of an extended incident, this process should be carried out for each 'shift' going 'off duty'.**

Significant findings from this process should be recorded and an action log of issues to be addressed should be formulated. Typically this document should contain outstanding actions, individual/organisation responsible for completion of the work and agreed timescales.

For multi-agency debriefs, it is anticipated that the monitoring of the progress of the agreed action log would be undertaken by the NRF Business Manager on behalf of the NRF Training and Exercise Group.

Section 5 - Meeting the Needs of Those Affected

5.1 General

The response to an emergency must consider the welfare, care and management of anyone who may be affected. This encompasses a number of groups:

- The injured
- Uninjured survivors and those without serious injuries
- Fatalities
- Families and friends of survivors
- Those involved in the emergency but who are not physically injured e.g. evacuees, witnesses
- Specific groups such as children, the elderly and faith groups
- Family and friends of the deceased
- Rescue and response personnel



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5.2 The Injured

The Ambulance Service will ensure casualties are prioritised in terms of treatment and transport using defined parameters. This may involve establishing a casualty clearing structure or area which will be staffed by Ambulance and medical staff.

The Ambulance Service is responsible for providing the Police with definitive casualty numbers and providing details of which casualty has been conveyed to which hospital. Where possible family groups will be kept together but this will depend on the clinical needs of each casualty.

Casualties with minor injuries that can be dealt with on scene will be managed by Ambulance and/or medical staff under the direction of the senior clinician on scene (usually the Medical Advisor or Forward Medical Advisor – Doctor) these casualties may be transported to the Survivor Reception Centre for further documentation to be completed.

5.3 Fatalities

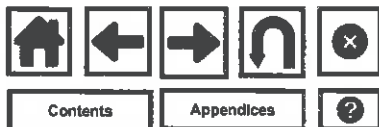
HM Coroner has the ultimate responsibility for establishing the identity of the deceased together with the cause and time of death. HM Coroner has jurisdiction over bodies on UK soil (regardless if British or non-British nationals). Amongst other duties this involves authority for removal of deceased persons bodies from the scene, recommendation to open an Emergency Mortuary, appointment of key roles, setting identification criteria, chairing the Identification Commission and authorising the release of deceased persons bodies to the lawfully entitled person.

HM Coroner must be engaged as soon as possible in an emergency that has led to fatalities.

The Police will appoint a Senior Identification Manager to lead arrangements regarding the identification of the deceased. Police DVI (Disaster Victim Identification) Officers, Family Liaison Officers and Police Search Advisors (PoISA) may also be involved in this process.

Full details of the arrangements for dealing with fatalities are contained in the NRF Excess Death, Mass Fatalities and Temporary Mortuary Plan.

A Casualty Bureau provides a means of searching and creating records for missing persons, casualties and evacuees and survivors and the identification of potential matches. This is the responsibility of the Police, and may not need to be activated in all instances.



5.4 Faith and Diversity Needs

An emergency could involve people from differing faith, cultural and religious backgrounds. All responding agencies must ensure that consideration is given to the specific associated needs during these traumatic events.

Requirements may relate to medical treatment, gender issues, hygiene, diet, clothing, accommodation and place for prayer.

Every care should be taken to cater for those needs. It is important to engage appropriate faith, religious and ethnic community leaders at an early stage. Contact with the Norfolk and Waveney Churches Together Ecumenical Major Incident Team should be made.

Where there are fatalities, responders should also be aware of customs in respect of dealing with the deceased. Hospital Chaplains are conversant with these customs and could be asked to assist.

5.5 Family and Friends Reception Centres

Previous emergencies have shown that people will travel to the scene or other focal points, if they believe that their family or friends may have been involved. The local authorities will lead in identifying and establish the Family and Friends Reception Centres at suitable locations, in consultation with the Police and Voluntary & Faith Sector. Where necessary, faith organisations should be present.

These centres will assist in the process of reuniting family and friends with survivors and provide the capacity to register, interview and provide shelter.

They can be near the scene, in the area of the community affected or at arrival and departure points. Accurate and timely information is vital and a method for collection and distribution at the centres must be set up.

5.6 Humanitarian Assistance Centres (HAC)

In the aftermath of an emergency, the immediate humanitarian concerns will be dealt with by the establishment of Rest Centres, Family and Friends Reception Centres and associated facilities.

However it is important to consider the humanitarian requirements over a longer period. If it is decided that there is a need to provide a wider range of practical and emotional support services than Reception Centres can offer, the SCG can authorise the activation of a Humanitarian Assistance Centre (HAC).



Contents

Appendices



The composition and location of the HAC will be emergency specific.

Key functions of the HAC can be summarised as:

- A focal point for information and assistance to families and friends of those missing, injured or killed, survivors, and to all those directly affected by, and involved in, the emergency
- Enable those affected to benefit from appropriate information and assistance in a timely, coordinated manner
- Where necessary, facilitate the gathering of forensic samples in a timely manner, to assist the identification process
- Offer access to, and guidance on a range of agencies and services, allowing people to make informed choices according to their needs
- Ensure a seamless multi-agency approach to humanitarian assistance in emergencies that should minimise duplication and avoid gaps

Full details of this process in Norfolk are contained in the [NRF Humanitarian Assistance Plan](#).

5.7 Vulnerable Persons

During any emergency, responders must be aware that a proportion of those involved may be more vulnerable to the incident than others. **The accepted meaning for 'vulnerable' in this context is 'those that are less able to help themselves in the circumstances of the emergency.'** There are easily identifiable establishments such as care and rest homes, hospitals and schools. However there are likely to be people living in the community that are vulnerable for example the elderly, frail and people with temporary medical conditions.

It is accepted that there is not a single data source of vulnerable people; therefore a range of sources must be considered to create what is termed a 'list of lists'. These include:

- **Category 1 and 2 responders' plans**
- Community NHS Trusts
- Community Emergency Plans supported by local knowledge
- Norfolk County Council has a mapping browser system which could provide information relating to care homes within the county
- Norfolk County Council - Safeguarding Teams, Adult Social Services, Children's Services
- Care Quality commission Website
- District Councils will hold information through Housing, Sheltered Housing, Local Neighbourhood Teams and Revenues & Benefits.



Organisations should be aware of data sharing protocols when compiling this information. If time allows and circumstances are appropriate, a cell should be established to collate and distribute information to the appropriate responders, reporting into the evacuation cell. See **Appendix F – Support Cells**

5.8 Shelter and Rest Centres

Shelter includes buildings, humanitarian assistance and support for individuals. It may be required for a few hours, through to several weeks. It is unlikely that the whole population will require shelter, those that are able and willing to make their own provision should be encouraged to do so. For others accommodation in the form of Rest Centres will be provided.

The responsibility for organising, staffing and providing logistical support for these Rest Centres (and Survivor Reception Centres) rests with the relevant Borough / City / District Council. However, they are dependant also on support from other organisations, such as the Voluntary and Faith Sector and the NHS.

Within Norfolk a number of locations have been identified as potential Rest Centres. These satisfy the required criteria and detailed plans for each location have been prepared. It is important therefore that the appropriate Borough / City / District Council is fully engaged in the response at an early stage.

People that are being evacuated should be advised on timings, where to go, what transport arrangements there are and what to take with them. Some information regarding potential emergencies and emergency kits can be found in Community Emergency Plans and leaflets available on the Norfolk Prepared web site: www.norfolkprepared.gov.uk
The long term housing needs of those made homeless by an emergency, or those who need to be evacuated for long periods of time, is also the responsibility of the Borough / City / District Council.

5.9 Evacuation

The purpose of evacuation is to move people and (where appropriate) other living creatures away from an actual or potential danger to a place that is safer for them.

It is very important to recognise that an evacuation should only take place if the benefit of leaving an area significantly outweighs the risk of



sheltering in place. Evacuation should not be assumed to be the best option for all risks and it may not be the safest.

This document does not provide specific details for all risks and eventualities; it provides guidance that is scalable in order to manage a range of risks. Detailed information reference evacuation and shelter can be found in the [NRF Evacuation and Shelter Guidance](#).

Section 6 – Communications

6.1 Norfolk Resilient Telecommunications Plan

The above plan ensures that local responders, at all levels, are able to communicate and share information effectively in the event of an emergency. The plan can be accessed by Category 1 and 2 Responders via the following link:

<https://collaborate.resilience.gov.uk/RDSservice/home/57323/Resilient-Telecommunications-Incl.-Airwave-SOP>

6.2 Airwave

Police, Fire and Rescue Service, Ambulance Service and LA Emergency Planning Teams in Norfolk all utilise Airwave, a digital communications system. The NRF Airwave Interoperability Standard Operating Procedures (located in the [Norfolk Resilience Forum Telecommunications Plan](#)) have been developed to ensure continuity of operations.

If necessary, Norfolk Constabulary can deploy a number of Airwave terminals for use by other responders.

6.3 British Telecom

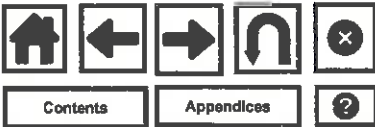
British Telecom (BT) can provide a wide range of telecommunication service support during the response to an emergency.

On request a BT Local Liaison Manager (LLM) will attend at the SCG, TCG or other emergency response meeting. The initial point of contact will be via the BT National Emergency Linkline.

6.4 Mobile Telecommunications Privileged Access Scheme (MTPAS)

In the aftermath of an emergency the mobile networks can become overwhelmed with a high concentration of calls. To ensure that responding agencies are able to maintain access to these networks, the MTPAS has been designed.

To invoke MTPAS, and following an agreed protocol, the Police Gold Commander advises all network operators that a major emergency has been declared. This notification will prompt the invocation of MTPAS. Handsets installed with the special SIM card will have a much higher



likelihood of being able to connect to their network and make calls than other customers.

Police Gold Commanders must be aware that a decision to invoke MTPAS may have unforeseen consequences by inhibiting data links for Category 1 Responders. Therefore careful consideration and consultation must be made before taking this action, and the invocation of MTPAS is not viewed as a matter of course for all emergencies.

Section 7 - Working with the Media

7.1 Multi-Agency Major Incident Communications Plan

This plan has been produced by Communications Officers within Norfolk Category 1 and 2 Responder organisations. It provides comprehensive guidance on how agencies will deal with all elements of the media response. Early activation of this plan is essential.

7.2 Warning and Informing the Public

One of the early considerations in any emergency is the need to identify the extent of the information that needs to be given to the public. This may include messages to evacuate or take shelter ("Go In, Stay In, Tune In").

The media are an ideal conduit to get these messages to a wide audience using local radio and TV stations, as well as trusted organisations social media sites. The Media Cell, if possible, will be co-located with the TCG.

7.3 Media Briefing Point

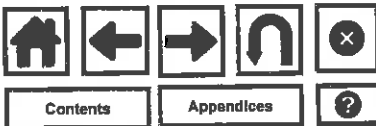
Operational Commanders must be aware that the media will seek access at or near the scene. Therefore a suitable location (a media briefing point) should be identified in order for them, for example, to obtain pictures without interfering with the work being carried out, at the scene or rest centres.

7.4 Initial Holding Statement

During any emergency the media pressure for information will be immediate and sustained. It is essential that press officers from the responding agencies liaise and consult effectively with each other, whilst dealing with the needs of their individual organisations.

There will be considerable pressure to produce a Holding Statement at an early stage; therefore the coordinating agency will produce one that is agreed by all responders. Sample holding statements are provided within the [NRF Multi-Agency Major Incident Communications Plan](#).

7.5 Media Centre



If the emergency is on a large scale and is likely to attract media attention for a protracted period, consideration will be given to setting up a Media Centre. This will provide journalists with a base from which to operate, shelter and access welfare facilities. The benefits of this are improved communications and rapid organisation of press briefings and interviews.

7.6 Telephone Helpline

Depending on the nature of the emergency and likely public demand an early decision to set up a call centre must be made.

A set of frequently asked questions specific to the event for use by call centre operators must be drawn up, together with a briefing, the Media Cell will be responsible for this. Protocol will need to be agreed if the Police Casualty Bureau is also activated.

7.7 Connecting in a Crisis

'Connecting in a Crisis' is a BBC initiative that seeks to help meet the public demand for information in the event of an emergency. It is about warning and informing in the interests of public safety and concentrating on delivering essential information quickly.

Preparatory work undertaken ensures there are close links between responders and BBC local broadcasters on both radio and television, so that in the event of an emergency, there is a means to provide essential information, warnings, advice and reassurance in the first few hours.

Section 8 - Investigation

8.1 Overview

All emergencies have the potential to be a crime scene; it is likely that there will be an investigation, whether it is for an HM Coroner inquest, criminal or civil proceedings, public inquiries or internal investigations.

The Police will normally appoint a Senior Investigating Officer (SIO) to oversee all aspects of the investigation, including liaison with other statutory bodies as necessary.

8.2 Evidence Gathering

This will start with protection of the scene and other locations as appropriate by implementing robust cordons with clearly designated and controlled scene access control points.

All agencies are aware of the need to preserve evidence providing this does not inhibit rescue operations.



8.3 Statutory Bodies

In addition to the Police, a number of other agencies will have a statutory duty to investigate an emergency depending on the circumstances.

These could include:

- Animal Health & Veterinary Laboratory Agency (AHVLA)
- Air Accidents Investigation Branch (AAIB)
- Marine Accident Investigation Branch (MAIB)
- Rail Accident Investigation Branch (RAIB)
- Health and Safety Executive (HSE)
- Fire and Rescue Service (FRS)
- Environment Agency (EA)
- Local Authority (LA)
- Office of Rail and Road

If they require access to the scene, this must be formally facilitated through the command structure in place.

Section 9 - Staff Welfare

9.1 Overview

Emergencies will put enormous demands on all those involved in the response and recovery. Agencies must therefore ensure they look after the physical and psychological welfare of staff. Some of the Voluntary & Faith Group Sector have the skills sets to help with the physical and psychological welfare of staff.

9.2 Physical Requirements

To ensure responders remain effective the following are key provisions that must be in place:

- Reasonable shift lengths
- Shift rotas
- Refreshments at all locations, to provide warmth or prevent dehydration
- Facilities for taking meals away from the scene
- Washing and changing facilities
- Medical and first aid facilities



9.3 Psychological Requirements

In addition to the physical needs, meeting the psychological requirements of staff is vital. They include:

- Proper briefings
- Honest information about what to expect
- A quiet space to unwind and think
- An opportunity to discuss experiences with someone
- Access to information on sources of help
- Information on what constitutes a "normal reaction"
- Where necessary support for responder's families
- Debriefing at the end of a day's activity
- Access to skilled professional help
- Provision of Occupational Health Services

Section 10 - Recovery

Recovery is the process of rebuilding, restoring and rehabilitating the community following an emergency. The lead organisation for recovery is likely to be different than in response, therefore a formal handover process will need to take place.

Transfer Lead Agency Responsibility

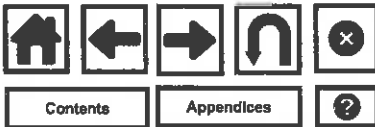
The criteria for assessing when the handover can take place from response to recovery should be agreed by the Chair of the SCG and the Chair of the Recovery Coordination Group (RCG).

Within Norfolk, it is accepted that if only one District Council is involved in an emergency, the Chief Executive of that District will usually have the responsibility for the response and recovery efforts. It follows therefore that a District or County Council Managing Director (or their nominee) can activate recovery arrangements in Norfolk.

If more than one District is involved in an emergency, Norfolk County Council will assume the coordination role for recovery. In some cases a gradual hand-over of responsibility from response to recovery may be more effective, e.g. if a number of sites are involved.

See **Appendix H – Handover Certificate – Response to Recovery** for a Handover Certificate template. **Note:** The NRF document "Norfolk Recovery Guidance" provides further information regarding recovery processes and protocols.

Further detail guidance can be found in the [NRF Recovery Guidance](#).



Appendix A – Norfolk Resilience Forum

Section 2 of the Civil Contingencies Act 2004 and Regulation 4(1) of the Regulations requires "Category 1" and "Category 2" responders in a local resilience area to co-operate with each other in connection with the performance of duties under the legislation. The statutory Local Resilience Forum has been established in Norfolk and is known as the "Norfolk Resilience Forum" (NRF).

The NRF is the collective name for all groups within the framework. Membership involves organisations identified as Category 1 and Category 2 organisations within the legislation, plus many other agencies. All organisations represented within the NRF make valuable contributions to the wider community resilience planning activity in Norfolk, before, during and after an emergency.

Category 1 Responders – Civil Contingencies Act 2004	Category 2 Responders – Civil Contingencies Act 2004
Borough Council of King's Lynn & West Norfolk	Anglian Water Services Ltd
Breckland Council	Associated British Ports
British Transport Police	BT Worldwide Networks
Broadland District Council	Department of Environment, Food & Rural Affairs
East of England Ambulance Service NHS Trust	East Coast Community Health Care
Environment Agency	Essex and Suffolk Water
Great Yarmouth Borough Council	East Midlands Trains
James Paget Hospital NHS Trust	Greater Anglia
Maritime and Coastguard Agency	Great Yarmouth Port Authority
NHS England Midlands and East (EAST)	Health & Safety Executive
Norfolk & Norwich University Hospital NHS Trust	Highways England (Amey)
Norfolk Constabulary	King's Lynn Conservancy Board
Norfolk County Council	National Grid Transco
Norfolk Fire & Rescue Service	Network Rail (Anglian Region)



North Norfolk District Council	NHS Clinical Commissioning Groups
Norwich City Council	Norfolk Community Health & Care NHS Trust
NHS England	Norwich International Airport
Public Health England	UK Power Networks
Queen Elizabeth Hospital Kings Lynn NHS Trust	Wells Harbour Commissioners
South Norfolk Council	

Armed forces	
HQ 7 th Infantry Brigade & HQ East	
Royal Air Force	
Voluntary & Faith sector	
4x4 Response (Norfolk and Suffolk)	Norfolk Lowland Search & Rescue
Borough Council of Kings Lynn & West Norfolk Emergency Wardens	Norfolk RAYNET
British Red Cross	North Anglia RAYNET
Cruse Bereavement Care	Rail Care Team
Hemsby Lifeboat	Rapid Relief Team
Norfolk & Waveney Churches Together Ecumenical Major Incident Team	Samaritans Purse
Norfolk Civil Protection Volunteers	The Salvation Army
	The Samaritans



Specialist Organisations	Met Office
Animal Health & Veterinary Laboratory Agency	Natural England
Broads Authority	Norfolk & Suffolk Foundation Trust
Ministry for Communities, Housing & Local Government - Resilience and Emergencies Division	Water Management Alliance of Internal Drainage Boards



Appendix B – Agency Responsibilities

The below details the responsibilities relevant organisations have during a Major Incident. All agencies have a responsibility to participate in coordinated media engagement where appropriate.

Emergency Services

British Transport Police (BTP)

- In conjunction with other agencies the saving and protection of life
- To secure, protect and preserve the scene to safeguard evidence for subsequent enquiries or criminal proceedings
- In incidents on the jurisdiction of BTP, the coordination of the emergency services, local authorities and other organisations acting in support at the scene of the emergency
- In conjunction with other emergency services in response to incidents on the jurisdiction of BTP, control access to the emergency location through maintenance of cordons at appropriate distances (where cordons are relevant to the emergency)
- Coordinate land based search activities for survivors and casualties in the immediate vicinity of a disaster scene, where necessary using support from other emergency services, the armed Forces or volunteers in the response to incidents on the jurisdiction of BTP
- Process casualty information and take responsibility for identifying the arranging the removal of fatalities on behalf of HM Coroner
- The investigation of the emergency and obtaining and securing of evidence in conjunction with other investigative bodies where applicable (Health & Safety Executive, Air, Rail or Marine Accident Investigation Branches)
- Provide a Police input into the recovery process



East of England Ambulance Service NHS Trust (EEAST)

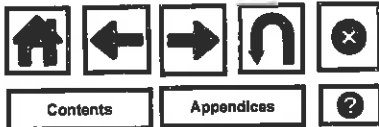
- To save life together with the other emergency services
- To provide treatment, stabilisation and care of those injured at the scene
- To provide a trained and experienced Medical Advisor and Forward Medical Advisor (Doctor) to advise the Ambulance Incident Commander and Operational Commander where required. The Medical Advisor will assist in the casualty clearing station and liaise with specialist receiving units such as Major Trauma Units.
- To provide a command and control structure at the emergency for all National Health Service (NHS) and other medical resources
- To provide communication facilities for NHS resources at the scene, with direct radio links to hospitals via EEAST Hospital Liaison Officers.
- To nominate and alert the receiving hospitals from the official list of hospitals to receive those injured and inform the other agencies as appropriate

Maritime Coastguard Agency

- Initiate and coordinate civilian maritime search and rescue
- Mobilising, organising and dispatching resources to assist persons in distress at sea, in danger on the cliffs or shoreline, or in danger in inland areas due to flooding

- To provide appropriate transport, health care professionals, equipment and resources as appropriate
- To consider mobilisation of specialist assets such as the Hazardous Area Response Team (HART) and Mass Casualty Vehicles(s)
- To establish an effective triage sieve and triage sort system to determine the priority evacuation needs of those injured and to establish a safe location for casualty holding and casualty clearing areas
- To arrange the most appropriate means of transport for those injured to the receiving and specialist hospitals, utilising air assets where appropriate
- To maintain emergency cover throughout the East of England area and return to a state of normality at the earliest time
- To act as a portal into the wider health services including the Public Health England Emergency Planning Advisors, and in the event of a chemical, biological, radiological or nuclear emergency liaise with Public Health England on the convening of the Science and Technical Advice Cell (STAC)

- Dealing with pollution at sea and in conjunction with local authorities for the shoreline clean up
- Coordination of search and rescue for emergencies on the Broads



Norfolk Constabulary

- In conjunction with other agencies the saving and protection of life
- To secure, protect and preserve the scene to safeguard evidence for subsequent enquiries or criminal proceedings
- In most instances, the coordination of the emergency services, local authorities and other organisations acting in support at the scene of the emergency
- In conjunction with other emergency services, control access to the emergency location through maintenance of cordons at appropriate distances (where cordons are relevant to the emergency)
- Coordinate land based search activities for survivors and casualties in the immediate vicinity of a disaster scene, where necessary using support from other emergency services, the armed Forces or volunteers

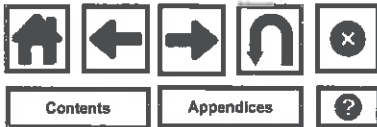
Norfolk Fire and Rescue Service

- In conjunction with other agencies saving , protecting life and rendering humanitarian services
- In conjunction with other agencies provide decontamination for Mass casualties
- Provision of firefighting, fire prevention advice and engagement, salvage and fire investigation
- Providing advice for safety management within the vicinity of a disaster and manage events such as, chemical, radiological and

- Process casualty information and take responsibility for identifying the arranging the removal of fatalities on behalf of HM Coroner
- The investigation of the emergency and obtaining and securing of evidence in conjunction with other investigative bodies where applicable (Health & Safety Executive, Air, Rail or Marine Accident Investigation Branches)
- Prevention of crime
- Assume overall control of terrorist related emergencies at the scene, including additional measures to restrict access or evacuate people
- Provide a Police input into the recovery process

Chemical Biological Radiological Nuclear and Explosive (CBRNE) threats

- Responding to collapsed structures to render humanitarian services
- Provision of water search, rescue and recovery
- Detection identification, monitoring and management of hazardous materials
- Protection of the environment



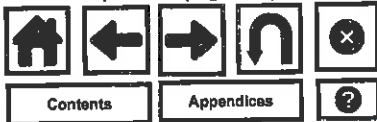
Local Authorities

Shared responsibilities:

- Provide support to the emergency services both during and in the immediate aftermath of an emergency
- Continue to provide support for the local and wider community through any disruptions
- Elected Member liaison
- Coastal pollution clean-up for a Tier 2 (District) and Tier 2 (NCC coordination) using contractor

County:

- Coordinate a cross local authority border response
- Coordinate Recovery phase of emergency of multi-districts involved
- Participate in the management of disaster funds
- Trading Standards (animal disease control, food safety)
- Provide support to District/City/Borough councils
 - a. Norfolk County Council Adult Social Care**
 - Will take the lead in managing the provision of social care for vulnerable adults who have been affected by the incident and are in need of such services
 - Will take the lead in managing the situation if vulnerable adults cannot be cared for by their usual individual or organisational carer as a result of the incident
 - b. Norfolk County Council Children's Services**
 - Will take the lead if Norfolk County Council becomes a Corporate Parent to children, because local authorities are responsible for looking after children who cannot be cared for by their parents (e.g. if orphaned).
 - Will provide recovery assistance to schools if necessary, specifically recovery of sufficient pupil places in schools following a major incident and the associated recovery in pupil
- Coordinate the establishment of an Emergency Mortuary, if required
- Co-ordination of the provision of transport
- Public Health advice in conjunction with other agencies
- Highways – assist other responders with traffic management
- Will work with partners in Health to provide Mental Health Social Care Services to those vulnerable adults who are in need of such services.



learning.

- The Critical Incident Team provides support in schools and settings for children suffering psychological trauma as the result of a major incident.

- In the medium to long term following a major incident Children's Services works with partners in Health to provide Child & Adolescent Mental Health Services (CAMHS) to those children and young people who have been affected.

City/Borough/District:

- If required identify and manage Humanitarian Assistance Centres, Survivor Reception Centres, Rest Centres, Family and Friends Reception Centres and Family Assistance Centres
- Liaise with Parish, Town Councils, Housing, Health, businesses and the local community with regard to preparing for and mitigating the effect of an emergency
- As the emphasis moves from response to recovery, assume the coordinating role to facilitate the rehabilitation of the community and restoration of the environment. This aspect must commence as soon as the emergency occurs

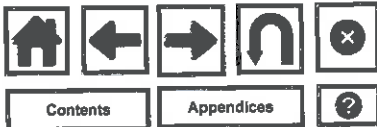
- Use local authority resources to assist with the mitigation of the effects on people, property and infrastructure
- Arrange temporary accommodation for persons made homeless as a result of the emergency or major emergency
- Act or advise on any environmental matter resulting from the emergency (in conjunction with the Environment Agency)
- Provide advice on dangerous structures.



Health

Acute Hospitals

- Maximise bed availability and rapidly free up capacity in conjunction with community and primary care partners. Target 10% of bed base available within 6 hours and a further 10% within 12hrs
 - Make provision to double normal level 3 ventilated bed capacity
 - Within the first 24hrs following the incident be prepared to participate in a teleconference to ascertain the likely impact across all services
 - Make provision for self-presenters who may arrive prior to any ambulance conveyed patients, including those who may need decontaminating
 - Consideration of the potential to provide trained clinical support to the scene (specific tasking only)
 - Consider acceptance of ITU transfers if not the receiving hospital
 - Consider activation of lockdown arrangements to support site security and the need to protect access to healthcare facilities for those in need of treatment
 - In the event of being in a scene cordon, act as a temporary rest centre or reception centre
- Identify ways to increase P1, P2 or P3 capacity after consultation with Ambulance Service to identify the primary need.
 - Where appropriate, cease all elective activity.
 - Consider reducing or cancelling outpatient activity and use outpatient areas for P3 casualties
 - Identify patients suitable for rapid discharge - utilise Integrated Discharge Planning Team.
 - Supplement available equipment and consider the alternative use of specialist/day care beds.
 - Manage excess deaths in a hospital setting
 - Ensure critical services continue whilst accommodating increased numbers of casualties.
 - Assist the recovery of NHS assets and services and aid the return to normality.



Clinical Commissioning Groups (CCG)

- Ensure contracts with all commissioned provider organisations (including independent and third sector) contain relevant EPRR elements, including business continuity
- Monitor compliance by each commissioned provider organisation with their contractual obligations in respect of EPRR and with applicable Core Standards
- Ensure robust escalation procedures are in place so that if a commissioned provider has an incident the provider can inform the CCG 24/7
- Provide a route of escalation for the LHRP in respect of commissioned provider EPRR preparedness
- Support NHS England in discharging its EPRR functions and duties locally, including supporting health economy tactical coordination during incidents (alert level 2-4)
- Fulfil the duties of a Category 2 responder under the CCA 2004 and the requirements in respect of emergencies within the NHS Act 2006 (as amended).
- Provide a Director On-Call 24/7 to be available as the first point of contact for the Norfolk and Waveney CCGs.
- Provide a C3 function for the Norfolk Health system in response to an incident, emergency and recovery.

Community Healthcare Service Providers

Reprioritise community based services to maximise capacity and capability including:

- Creation of capacity in the community to enable acute hospitals to discharge patients to community hospitals or home
- Deferring non-urgent planned community activity
- Expediting discharges from community beds
- Suspension of operational training and redeployment of staff/managers
- **Liaising with NHSE East / CCG's**
- Ensuring that a continuing health service is provided to those unaffected by the incident including non-incident minor injury plus other patients if held at scene for prolonged periods
- If requested, support medical coverage at Survivor Reception Centres wherever possible These services may also be augmented by the voluntary services via Local Authority arrangements or other commissioned clinical providers
- **GP's and community pharmacy services may be asked to support treatment of patients who are of a lower priority in care settings, and assist in managing patients triaged away from A&E**
- GPs may work Emergency Departments to see/ triage existing patients out of the department to make way for incident victims.
- General Practitioners can support messages being issued to the public to give reassurance following the incident.
- Primary Care services are part of the mechanisms to ensure those involved in the incident receive appropriate mental health support and are able to triage those who are emotionally traumatized in the appropriate support and response services.



NHS 111

- Provide telephone assessment service for symptomatic and worried well.
- Provide consistent information via non clinical staff to callers with related non symptomatic queries – Information database can be used to provide consistent information across the National Service.
- Provide access to a National Operations Centre 24hrs a day that can provide accurate data on calls received, symptoms assessed and outcomes of calls.

NHS England and NHS Improvement East of England

- Maintain the capacity and capability to direct and coordinate the regional NHS response to an incident 24/7
- Discharge the local NHS England EPRR duties as a Category 1 responder under the CCA 2004.
- Ensure integration of plans across the region to deliver a unified NHS response to incidents, including ensuring the provision of surge capacity
- Seek assurance through the local LHRP and commissioners that the Core Standards are met and that each local health economy can effectively respond to and recover from incidents

Norfolk & Suffolk Foundation Trust

- Ensure adequate mental health liaison resources are made available to responding care settings in the immediate aftermath
- Assist with the provision of estates, staffing and transportation when requested and subject to operational requirements
- Assist the Acute Trusts to create and maintain capacity by deferring transfer of non-urgent mental health patients requiring not connected to the incident, where practicable and clinically appropriate to do so in accordance with Good Practice
- Enable the discharge of mental health patients from the Acute Trusts where practicable and clinically appropriate to do so in accordance with Good Practice
- Provision of urgent mental health treatment for those experiencing immediate and severe symptoms including suicidal ideation
- Contribute specialist input in respect of monitoring, counselling and outreach services to the multi-agency psychological support effort when established



Public Health England (PHE)

Public Health England is responsible for providing public health Emergency Preparedness Resilience and Response leadership and scientific and technical advice at all organisational levels, working in partnership with other organisations to protect the public:

- Provide national leadership and coordination for the public health elements of the emergency preparedness, resilience and response system.
- Provide health protection services, expertise and advice and co-ordinate the PHE response to major incidents
- Provide risk analysis and assessment of emerging diseases, natural extreme events, chemical, radiological and Chemical Biological Radiological Nuclear and Explosive (CBRNE) threats to inform the Department of Health and other government departments and agencies, health and multi-agency EPRR
- Ensure provision of high quality and timely public health data to the Secretary of State, NHS England and providers, local authorities and across Government, in preparedness and response
- Provide guidance to professionals in health and local government and other sectors
- Communicate with the public by providing information and advice relevant to PHE's responsibilities.

Supporting organisations

Animal Health & Veterinary Laboratory Agency (AHVLA)

In response to an outbreak of exotic notifiable disease AHVLA will implement disease control policies to support the Lead Government Department, Defra by;

- Preventing the spread and eradicating the disease, to regain disease-free status
- Taking action on the Infected Premises
- Restricting animal and animal product movement controls
- Restricting leisure activities to reduce the risk of spread of disease
- Investigating the origin of disease
- Carrying out surveillance to investigate the spread of disease

Broads Authority

- Provide a range of waterborne craft, trained staff and 4x4 vehicles
- Conserve and enhance the natural beauty, wildlife and cultural heritage of the Norfolk Broads
- Protect the interests of navigation



Environment Agency

- Primary responsibilities for environmental protection of water (including ground water, estuaries and coastal waters), land and air
- Key responsibility for maintaining and operating flood defences on certain specified rivers and coastlines
- To provide remedial action to prevent and mitigate the environmental effects of the emergency
- To provide specialist advice on waste management, environmental pollution and hazardous sites
- To provide warnings of flooding via the Floodline Warnings Direct system to professional partners, media, business and the community
- To monitor the environmental effects of an emergency and to investigate its cause
- To collect evidence for future enforcement or cost recovery
- Participate in multi-organisational management teams for major events affecting our interest areas
- Establishment of an Air Quality Cell, if requested, to coordinate air monitoring during non CBRNE emergencies

Health and Safety Executive

- Provide information to Category 1 and 2 responders
- Cooperate with Category 1 and 2 responders
- Investigate the cause of a Major Incident

Lead Government Department

Where the scale or complexity of an emergency is such that some degree of central government coordination or support becomes necessary, a designated Lead Government Department (LGD) will be made responsible for the overall management of the Government response.

Amongst the responsibilities of the LGD are:-

- Produce a brief, accurate situation report on the nature and scale of the emergency and submit this promptly along with the central briefing for media purposes to their Minister
- Draw upon and apply the relevant capabilities applicable to the emergency in hand and if required, coordinate the support needed from other Government Departments and agencies through the Cabinet Office Briefing Room (COBR)
- Use its authority decisively to take whatever executive decisions and actions are needed from the centre to handle the emergency or to help local responders to deal with it
- Where the LGD need scientific and technical advice they will activate a Science Advisory Group for Emergencies (SAGE).



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Meteorological Office (Met Office)

- Provide the National Severe Weather Warning Service (NSWWS)
- Provide regional email weather briefings from the Met Office Advisor (Civil Contingencies)
- Participation in Norfolk LRF teleconferences when the weather leads to resilience issues – or the weather will have an impact on an incident.
- Provision of Chemet plume predictions when appropriate, these explained by the Met Office Advisor for interpretation and use by the LRF, if required.

MHCLG – Departments for Communities and Local Government – Resilience and Emergencies Division (RED)

- Norfolk is covered by the Central Resilience and Emergencies Division (RED), which is based in Birmingham. In times of non-emergency the RED is responsible for coordinating emergency preparedness across the central region.
- In response to an emergency, the initial action of the RED is to establish communication with the SCG and to deploy a Government Liaison Officer (GLO).
- During an emergency the MHCLG Co-ordinating Group and Operations Centre will be formed in the most serious circumstances. It does not become involved in local command and control arrangements unless empowered to by Emergency Regulations.
- The precise role of the MHCLG Co-ordinating Group and Operations Centre will vary depending on the scale and nature of the emergency. Generic aspects will involve:-
 - Advising on regional priorities and guiding the deployment of scarce resources
 - Facilitating mutual aid arrangements, where appropriate
 - Providing early warning of emerging major challenges and how they might best be addressed
 - Ensuring an effective flow of communication between local and national levels, including reports to the national level on the response and recovery effort
 - Ensuring that the national input to response and recovery is coordinated with the local efforts
 - Collate and maintain a Strategic picture of the situation with a focus on consequence management and recovery
 - Raising to a national level any issues than cannot be resolved at a local level



a. MHCLG Response Co-ordination Group (ResCG)

The purpose of the ResCG is to:

- Develop a shared understanding of the evolving situation (including horizon scanning)
- **Assess the emergency's actual and/or potential impact**
- Review the steps being taken to manage the situation
- Gain information for the LGD (Lead Government Department) and CCS (Civil Contingencies Secretariat)
- Discuss mutual aid and any other assistance that may be needed /provided
- Identify any issues which cannot be resolved at a local level and need to be raised at national level (e.g. niche capability gaps).

b. Multi-Agency Support Group (East)

- To provide the framework for establishing and maintaining situational awareness among regional, sub-national and local organisations across multiple counties in and Around the East of England

A non-statutory group comprising organisations with responsibility for delivering goods, services, transport or logistics.

Transport

Highways England

Highways England Traffic Officer Service will:

- Provide ongoing support to traffic management, monitoring CCTV and emergency roadside phones and Tactical sign/signal setting, including public information through Variable Message Signs both static and mobile
- Provide emergency traffic management and maintain temporary or permanent road closures
- Through service providers and managing agents, repair and, where able, improve roads and infrastructure
- Clear vehicles and other debris from those roads and other places to which the Highways England has responsibility
- Keep arterial routes clear by providing high visibility patrols
- Manage the day to day operation of the Strategic **Road Network** (facilitated by the Eastern Region Control Centre) within the affected area



Highways England will:

- Through service providers and managing agents provide ongoing support to traffic management including public information and signage
- Through service providers and managing agents provide and maintain temporary or permanent road closures
- Through service providers and managing agents repair and, where able, improve roads and infrastructure
- Clear debris from those roads (A11, A12 & A47) and other places to which Highways England has responsibility
- Support the management of the day to day operation of the motorway network (by the East Regional Control Centre and mobile patrols within the affected area, including minor improvements, congestion relief, encouragement of alternative travel modes and reviewing the adequacy of the current network and planning for the future.

Norwich Airport

- To liaise with Category 1 and 2 responders in the planning, response and recovery phases to an incident at Norwich Airport.
- To ensure Norwich Airport can fulfil the task required on behalf of the aircraft operators to maximum effect, during a major incident

Greater Anglia

- In conjunction with other responding agencies, respond to incidents on the railway network throughout the County to assist in saving and protecting life, to mitigate the effects of any incident and restore rail services.
- Provide appropriately trained and equipped personnel to respond to any incident on the County rail network.
- Provide a Raicare Incident Care Team to provide humanitarian assistance, in partnership with other agencies, to those affected by a railway accident.
- Cooperate and communicate with other responding agencies in the event of a major incident away from the railway network, recognising that the restoration or continuation of rail services can play a major part in mitigating the effects of, and recovery from, a major incident.



Utility Companies

Anglia Water

- Continue to supply our customers with drinking water to meet our obligations under the Security and Emergency Measures Direction.
- Liaise with Cat 1 responders and other Cat 2 responders to assist in their responsibilities to the wider community, and to ensure our actions are consistent with their legal obligations.
- Priority will be given to the domestic needs of the sick, elderly and other vulnerable customers.
- Hospitals, schools and prisons are given priority as non-household customers.
- **Sewerage services are provided under the undertaker's** regulatory duties and provision is made to guard against discharges from sewers and treatment works.

Essex & Suffolk Water

- Continue to supply our customers with drinking water to meet our obligations under the Security and Emergency Measures Direction.
- Liaise with Cat 1 responders and other Cat 2 responders to assist in their responsibilities to the wider community, and to ensure our actions are consistent with their legal obligations.

British Telecom (BT)

- Cooperate and share information with Category 1 and 2 Responders across the UK during the planning and response phase of emergency situations that impact or have the potential to impact BT Group (Brand, Networks, People or Customers)

Cadent Gas

- Maintaining the continued flow of gas through our networks, so that it is available for consumers as they require it
- Ensuring the system is reliable and safe
- Providing emergency response and repair service for gas leaks or other emergencies, which includes handling calls from the public reporting gas leaks and sending engineers to fix them
- Liaise and cooperate with Cat 1 responders and other Cat 2 responders in the event of a major incident



Voluntary & Faith Groups

The voluntary sector has an important role to play in supporting the statutory services in response to many emergencies. There are numerous voluntary aid societies and faith groups that are able to contribute towards the successful outcome of the response. Their support can alleviate some pressure on responders by providing a range of humanitarian and practical services.

It is important to note that some voluntary agencies such as the British Red Cross and the St John Ambulance may already be engaged in community activity which could impact on their availability.

The NRF has produced a Voluntary and Faith Capabilities Directory, which includes roles, contact details and response capability.

A memorandum of understanding has been written to record the principles of an arrangement between the NRF and the Voluntary and Faith Sector.

Other organisations

The Insurance Industry

Experience has identified the crucial role that the insurance industry will play. Although their role is seen as focused on the recovery element, it will be of great benefit if they are engaged in the early response. This will allow them to provide responders with an overview of how they will assist those affected and any preliminary activity that would be of benefit during the response and recovery.

As a result, the Association of British Insurers (ABI) and Chartered Institute of Loss Adjusters (CILA) will nominate a single point of contact to act on behalf of the industry, to facilitate effective information exchange. The Strategic Coordinating Group (SCG) will also nominate a point of contact.

A member of the industry should be invited to join the Recovery Coordinating Group (RCG). See Norfolk Recovery Guidance document.

Community

Communities play a vital role in the response to, and recovery from emergencies. They can provide resources, expertise and knowledge to support the responding agencies. Members of the community may be able to help themselves and can also provide support to local vulnerable people who may need physical assistance or reassurance. The community may be able to advise response agencies on the different cultural or language needs of its members.



Within Norfolk there are pre-existing local networks. They can be a valuable source of information and can be utilised for the dissemination of information. Community groups can assist in preparedness measures, for example in disseminating how to respond appropriately in an emergency.

These include:

- Elected Members
- Parish & Town Councils and Neighbourhood Management Teams
- Community Emergency Coordinators/Volunteers
- Safer Neighbourhood initiatives and partnership
- Community Response Plans
- Voluntary & Faith Groups
- Local business groups including town/city centre partnerships

Convergent Volunteers

Experience has shown that in the aftermath of a major emergency, spontaneous volunteers, often called "convergent volunteers", will arrive at the scene of an emergency and want to offer their skills. These individuals will not be affiliated to any specific organisation.

A Convergent Volunteers Protocol can be found in **Appendix K - Convergent Volunteers Protocol**. Responders must be cognisant of health and safety and insurance issues if it is decided to take up their offers of help.

Commercial Companies

As well as those commercial companies covered by the CCA as Category 2 responders, there are a number of other companies who are likely to be involved with the response to major emergencies, due to either other legislation such as CoMAH, or the nature of their business. It is important to identify and engage with any commercial companies where additional support or resources are likely to be involved or where there is a need for direct involvement in the command and control structure as well as sharing key information.

Companies may establish their own help line for staff and their families as well as a media plan with associated communications staff.

Both areas need to consider that their own procedures may need to be incorporated in the standard response structures to ensure that key information with regards to staff involved, such as casualties or missing persons, is not lost and in making sure there is consistency in key media messages.



Both areas need to consider that their own procedures may need to be incorporated in the standard response structures to ensure that key information with regards to staff involved, such as casualties or missing persons is not lost and making sure there is consistency in key media messages.

Transport companies have additional resources available for the response to major emergencies. Most major airlines have contracts in place to deal with the loss of aircraft and the possible need for temporary mortuary facilities as well as staff to assist with the management of survivors and families. Similar support for survivors and families is provided by the Rail Care Team for rail emergencies. In both cases the teams are trained to work in support of the emergency responders at the scene and at casualty locations, such as hospitals - a system will need to be provided to allow suitable access where possible for such teams.

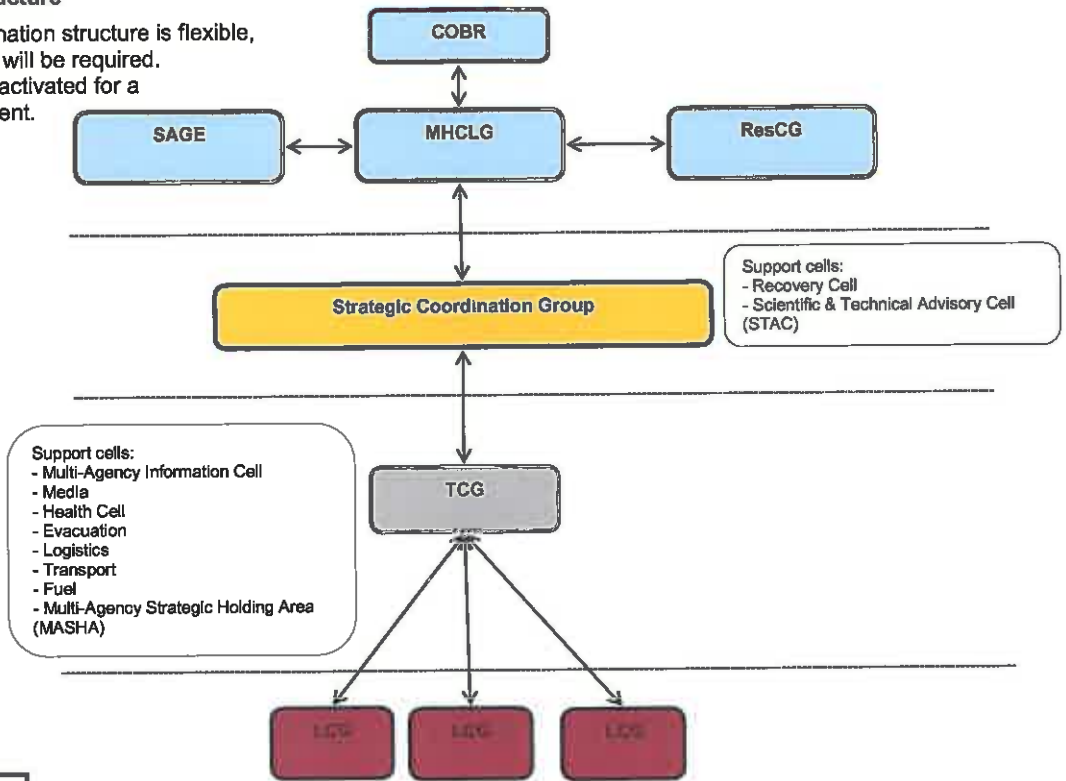
Where a commercial company is involved in a coastal pollution incident, the company or its insurance representative may arrange the required clearance operation rather than place the burden on the local authority and the necessity of a cost recovery process.



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Appendix C – Coordination Structure

It should be noted that the coordination structure is flexible, and not all levels of management will be required. The given example is likely to be activated for a coastal flooding / tidal surge incident.



Appendix D – Strategic Aide Memoire

Purpose

The multi-agency forum which brings together Executive level representatives from relevant organisations is entitled the Strategic Co-ordinating Group (SCG). The SCG establish the strategy and framework within which Operational and Tactical managers work, in responding to and recovering from emergencies and take overall responsibility for the multi-agency management.

The SCG also supports the activities undertaken at Operational and Tactical levels, and in addition has the role of providing financial support for the emergency response. Any requests to neighboring counties and Central Government for assistance in the form of mutual aid would be made by the SCG.

Role

- Determine and communicate a clear strategic aim and objectives and review them regularly
 - Establish a policy framework for the overall management of the event or situation
 - Prioritise the requirements of the tactical tier and allocate personnel and resources accordingly
 - Formulate and implement media handling and public communication plans by implementation of a multi -agency
- Media Co-ordination Cell, in the event that this activity is delegated to a single agency they must ensure that all agencies are consulted to ensure that consistent messaging is being delivered across all responding organisations
- Direct planning and operations beyond the immediate response, in order to facilitate the recovery process
 - Ensure that legal advice is obtained if considered necessary
 - Ensure that detailed policy records are maintained

Activation

Where an event or situation has an especially significant impact, substantial resource implications, involves a large number of organisations, or lasts for an extended duration; then it may be necessary to implement multi-agency management at the Strategic level. The decision to establish an SCG could in practice occur following dialogue between key partners concerning the prevailing and potential circumstances of the emergency. This will result in a joint decision being made.

There may be instances where an SCG is automatically triggered such as receipt of a Severe Flood Warning; this is detailed in the specific multi-agency plan.



Norfolk County Council is responsible for the physical set up of the SCG and should be alerted at the earliest opportunity so this can commence.

Location

The SCG should be based at an appropriate location away from the scene. The pre-designated Strategic Co-ordination Centre (SCC) for Norfolk is Whitegates (old Fire Service HQ) in Hethersett.

Parking is available on site, responders should report to the security hut where they will be directed to the appropriate parking space. A pay & display car park is also available on site, responders may be required to park here.

Generic strategy

This is an important element of the response and should be determined, recorded and distributed as soon as practicable.

Specific Strategic aims will vary according to the scenario; however they are likely to reflect the following themes:

- Save human life
- Welfare of responders
- Security
- Investigation
- Transport
- Community impact & protection of the environment
- Early consideration of recovery issues
- Category one responders to maintain running of critical functions
- As far as reasonably practicable, protecting property
- Timely advice to public and businesses

Membership

The role of the SCG chair is to exercise coordination, not a command function; the SCG Chair will be dependent on the nature of the incident.

The requirement for Strategic management may not apply to all responding agencies. Emergencies are invariably multi-agency however membership may vary. It may therefore be appropriate for an agency, not involved at Strategic level, to send liaison officers to SCG meetings.

SCG members should, wherever possible, be empowered to make executive decisions in respect of their organisation's resources. In any



case, representatives must be able to obtain decisions quickly.

The following organisations would normally, subject to the type of emergency, be represented at the SCG:

- Police
- Fire and Rescue
- Ambulance
- Local authority
- Environment Agency
- Maritime and Coastguard Agency
- NHS England Midlands and East
- Military
- Ministry of Housing, Communities and Local Government (MHCLG) (RED)

It must be noted that each organisation retains control of its own operations and the SCG has to rely on a process of discussion and consensus to reach decisions.

For this to be achieved every member of the SCG must have a clear understanding of the roles / responsibilities and constraints of the other participants. See **Appendix B – Agency Responsibilities**.

In addition, members must be cognisant of their own resilience and ensure they have the necessary support and relief arrangements.

Security Vetting

Dialogue at the SCG level could at times involve subject matter of a sensitive or security marked content. Strategic reps are not required to be security cleared to attend an SCG, however if sensitive discussion take place they may be asked to leave the room by the Chair, this will be a dynamic risk assessment by the chair, completed at the time of the meeting.

The Chair of the SCG may need to ascertain whether:-

- Different vetting is required in relation to the ongoing incident eg. Terrorism.
- If relevant attendees are not vetted whether they only attend some aspects of the meeting where they are required for their expertise.

The final decision re attendance will be at the discretion of the SCG Chair or Senior Police representative in attendance.



SCG Meetings

The format and frequency of SCG meetings will be determined by the scale and nature of the event. In a fast developing situation the SCG may convene frequently. However duration of meetings must be kept short, to allow attendees to attend to their other responsibilities. A maximum duration of 30 minutes per meeting is considered best practice.

In other cases the SCG may meet daily or weekly (or via a teleconference facility) to receive updates and confirm existing strategy and policy decisions.

Notes and actions will be recorded at meeting and distributed within 60 minutes and retained for disclosure in legal proceedings if required. It is also recommended that agencies maintain their own policy logs.

The Norfolk SCG agenda is attached below.

SCG Support Cells

In order to function effectively the SCG may require a number of support cells depending on the circumstances of the emergency. These could include:

- Recovery
- Science and Technical Advice Cell (STAC)
- Finance

A brief outline of support cells can be found in **Appendix F – Support Cells**



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SCG Representative Action Card

You are representing your agency at the Strategic Coordination group; you should therefore be a strategic level representative OR have the authority to make strategic level decisions on behalf of your agency.

You will be coordinating the support/response from your agency and working with other agency representatives to coordinate the response at strategic level.

Before the meeting

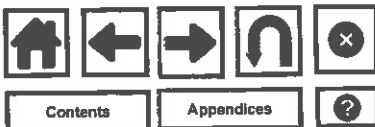
1	Consider what support you may need during the meetings (support officer, loggist etc)
2	Ensure you follow your agency's arrangements regarding deployment to the Coordination Centre, and personal / welfare issues.
3	<p>Ensure you:</p> <ul style="list-style-type: none"> • Are familiar with the SCG agenda • Have an update for any allocated actions • Receive a briefing ("SitRep") from your own agency including: <ul style="list-style-type: none"> - A summary of the incident so far, and what the key impacts are from any hazards or threats; - The key elements of your agency's response, and what the internal impacts are e.g. business continuity; - The Command and Control arrangements in place for your agency; • Can access Resilience Direct (Norfolk LRF Response page) or have someone who can access the system on your behalf; all documentation will be uploaded and shared via this system.
4	Sign into reception and receive a visitor's lanyard.
5	Liaise with the Centre Coordinator who will direct you to the meeting room.
6	Familiarise yourself with the venue information in this guide.
7	<p>It is your responsibility to keep a log of the discussions you are part of, and any actions / decisions you make. If you bring a loggist, it is your responsibility to ensure the wording is accurate and should be signed off.</p> <p>A note taker will record the discussions and actions for the whole group; these may take 60 minutes to be completed, signed off and circulated. They will be circulated by Resilience Direct only.</p>
8	Ensure that you are contactable at all times or have a nominated deputy and that contact details have been confirmed with the receptionist on arrival.
9	Agree relief and changeover times (if appropriate) with your own agency.
10	When a meeting is called – only essential agency representatives are required to attend the meeting. It may get over crowded and the Chair may ask members to leave



SCG Agenda

Strategic Coordination Group (SCG) Agenda

1	Attendance and apologies <i>Confirm correct level of representation. Identification of any other agencies who need to be represented at meetings. Confirm teleconference etiquette – phones on mute when not speaking, announcing name when speaking.</i>	Chair
2	Matters requiring urgent decisions / actions	All
3	Approval of previous minutes	Chair
4	Update on previous actions	Action owners
5	Situation report	Multi-Agency Information Cell
6	Update from agencies	All
7	Review of options	Chair
8	Establishment of support cells	Chair
9	Review of strategy	Chair
10	Communications Strategy, Internal Media and Public Information	Comms rep
11	Community Impact Assessment	Chair
12	Urgent any other business	Chair
13	Summary of allocated actions <i>Chair and Loggist to confirm/review actions with group and complete/update the action log.</i>	Note taker
14	Time of next meeting <i>Create reporting schedule (sometimes known as 'battle-rhythm') between active response structures. Ensure clear stand-down when relevant.</i>	Chair



Appendix E – Tactical Aide Memoire

Purpose

If activated, the purpose of the Tactical Co-ordinating Group (TCG) is to ensure that the actions taken by the operational level are co-ordinated, coherent and integrated, in order to achieve maximum effectiveness and efficiency. It will usually comprise relevant tactical representatives from each agency. It is important to understand that the position of the tactical representative is role specific and not rank related.

Role

The role of the TCG is to:

- Act as a single point of focus for multi-agency tactical coordination
- Fulfil Strategic aims and objectives
- Keep SCG informed
- Determine priorities for allocating available resources
- Obtain additional resources if required
- Plan and coordinate how and when tasks will be undertaken
- Assess significant risks and use this to inform the tasking of Operational Commanders
- Ensure the health and safety of the public and personnel

Activation

Where an incident is no longer manageable at the operational / local level, or if an incident crosses a boundary area (such as District) then consideration should be given to activating a TCG.

There may be instances where a TCG is automatically activated; this is detailed in the specific multi-agency plan.

Norfolk Constabulary is responsible for the physical set up of the TCG and should be alerted at the earliest opportunity so this can commence.



Location

The pre-identified Tactical Coordination Centre (TCC) venue for the County is the Joint Operations and Communications Centre, Norfolk Police HQ, NR18 0WW located in Wymondham. It may not be practical for representatives to physically attend the meeting; teleconference facilities will be made available.

Visitors parking is available at the front of the site. As part of the activation process, every possible effort will be made to accommodate responders in the staff car park.

Tactical Considerations

Where an SCG has been established, the TCG should devise a tactical plan outlining how the strategy will be fulfilled. If there is no requirement for an SCG, then the **Generic strategy** should be considered along with the following Tactical Considerations.

This guidance is not designed to be exhaustive, but provides an overview of key issues that the Tactical Co-ordination Group will need to consider and delegate to the appropriate Silvers.

Safety Issues

- Review and update as necessary any risk assessments in accordance with JESIP (ongoing process);
- Technical assessment of hazards
- Personal protective equipment required
- Other countermeasures required?
- Make sure staff are fully aware of hazards
- Decontamination issues
- Appointment of officer to oversee all health and safety issues



Initial briefing

- Obtain briefings from lead agency and other agencies as appropriate using METHANE reporting method
- Declare a major incident if necessary
- Make sure that all appropriate initial actions have been taken
- If not already established, request activation of Multi-Agency Information Cell (MAIC) to collate information and produce situation reports

Working with the Media

- Request (if not already established) a communications cell and activation of NRF Multi-Agency Major Incident Communications Plan
- Request attendance of communications rep at meetings
- Obtain professional guidance on what information should be broadcast. In most cases this is likely to be "Go in, Stay in, Tune In".

Scene Access

- Road closure / control of access points
- Access routes for responders
- Diversions
- Rendezvous Points
- Marshalling Area

Scene Security

- To ensure scene security, access and control points;
- Set up:
 - Inner cordon
 - Outer cordon
 - If necessary traffic cordon
- Ascertain details of non-emergency services personnel that require access through the cordons


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Evacuation

- Consider evacuation, shelter and reoccupation

Staff Welfare

- Rest/refreshments available (consult with logistics)
- Frequent briefings
- Deployment of occupational health and welfare officer
- Debriefing arrangements

Logistics

- Staffing – rota
- Specialist / technical equipment
- Specialist skills required
- Communications networks
- Transport
- Catering
- Mutual Aid
- Accommodation for human assistance e.g. rest centres

Community Impact Assessment

- Must be carried out and updated as necessary

Telecommunications

- Which talk groups should be utilised? (see NRF Resilient Telecomms Plan)
- Potential hazards of using communications equipment at the scene, are intrinsically safe radios required?
- Specialist / additional communications required
- Should the MTPAS be activated?



Membership

Membership at the TCG will depend on the type of incident; however it is likely that all Category 1 and 2 Responders will be invited to attend. Representatives must, wherever possible, be empowered to make decisions appropriate to that level. Unless there is an obvious and urgent need for intervention, TCG should not become directly involved in the detailed Operational tasks being discharged by Operational Commanders.

The following organisations would normally, subject to the type of emergency, be represented at the TCG:

- Police
- Fire and Rescue
- Ambulance
- Local authority (County and District)
- Environment Agency
- NHS England Midlands and East
- Military
- Health Sector (through Health Cell)

It may be beneficial to have specialist advisors attend the meetings. Individuals are available from Category 1 and 2 Responders as well as industry specific to the type of incident.

It must be noted that each organisation retains control of its own operations and the TCG has to rely on a process of discussion and consensus to reach decisions.

For this to be achieved every member of the TCG must have a clear understanding of the roles / responsibilities and constraints of the other participants. See

In addition, members must be cognisant of their own resilience and ensure they have the necessary support and relief arrangements.

Security Vetting

Representatives physically expected to attend the TCG should be vetted to Non-Police Personnel Vetting Level 2. This level of clearance allows representatives to receive an access card, at the time of an emergency, to access the TCG meeting rooms on the Police premises.



Meetings

The first TCG meeting should take place via teleconference. TCG meetings should be held on a regular basis and where practicable, if established, timed around any Strategic meeting structures. This coordination of meeting times is sometimes referred to as the "Battle Rhythm". The Norfolk TCG Agenda is detailed on the next page.

Support cells

In addition, a number of other cells may be required at the TCG. These can include (list is not inclusive):-

- Logistics (incl. Voluntary & Faith)
- Multi-Agency Information Cell
- Community Impact Assessment
- Evacuation
- Transport
- Communications
- Combine Tactical Air Cell (CTAC)



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TCG Action Card

You are representing your agency at the Tactical Coordination Group, you should therefore be a tactical level representative OR have the authority to make tactical level decisions on behalf of your agency.

You will be coordinating the support/response from your agency and working with other agency representatives to coordinate the response at tactical level.

1	Consider what support you may need during the meetings (support officer, loggist etc)
2	Ensure you follow your agency's arrangements regarding deployment to the Coordination Centre, and personal / welfare issues.
3	<p>Ensure you:</p> <ul style="list-style-type: none"> • Are familiar with the TCG agenda • Have an update for any allocated actions • Receive a briefing ("SitRep") from your own agency including: <ul style="list-style-type: none"> - A summary of the incident so far, and what the key impacts are from any hazards or threats; - The key elements of your agency's response, and what the internal impacts are e.g. business continuity; - The Command and Control arrangements in place for your agency; • Can access Resilience Direct (Norfolk LRF Response page) or have someone who can access the system on your behalf: all documentation will be uploaded onto the system.
4	Sign into reception and receive a visitor's lanyard.
5	Liaise with the Centre Coordinator will direct you to the relevant work place and provide you with an overview of the facilities.
6	Familiarise yourself with the TCG venue information
7	<p>Consider what support you may need, such as a tactical advisor/support officer or loggist.</p> <p>It is your responsibility to keep a log of the discussions you are part of, and any actions / decisions you make. If you bring a loggist, it is your responsibility to ensure the wording is accurate and should be signed off.</p> <p>A note taker will record the discussions and actions for the whole group; these may take 60 minutes to be completed, signed off and circulated. They will be circulated by Resilience Direct only.</p>
8	Ensure that you are contactable at all times or have a nominated deputy and that contact details have been confirmed with the Centre Coordinator.
9	Agree relief and changeover times (if appropriate) with your own agency
10	When a TCG meeting is called – only essential agency representatives are required to attend the meeting. It may get over crowded and the TCG Chair may ask members to leave



TCG Agenda

Tactical Coordinating Group (TCG) Agenda

1	Nomination/ confirmation of Lead Agency, TCG Chair and TCG Loggist	
2	Introduction of attendees, roles and responsibilities (Complete Attendance Sheet) <i>Identification of any other agencies who need to be represented at meetings. Confirm <u>teleconference etiquette</u> – phones on mute when not speaking, announcing name when speaking.</i>	
3	Declaration of items for urgent attention	
4	Decisions on items for urgent attention <i>Breakout time to action urgent items as agreed above. Confirm how long / reconvene time</i>	
Gather information and intelligence		
5	Update on situation <i>Review Situation Report, if available</i>	
	What has happened?	<i>What is the M/ETHANE update from Local Coordination Groups (if sitting)? Should a Major Incident be declared, based on the scale, duration and impact of the incident?</i>
	What is happening now?	<i>Update from TCG members on activity / assigned action</i>
	What is being done about it?	<i>What is the strategy from SCG (if active and different from Item 9)? Other considerations</i>
6	Additional information from individual TCG members <i>Not covered in the METHANE. Are resources under pressure? Are additional resources required?</i>	
Assess Risks and Develop a Working Strategy		
7	Agree/ review tactical aim & objectives Suggested objectives: <ul style="list-style-type: none"> • Save and protect life • Relieve suffering • Contain the emergency – limit escalation/ spread • Protect health & safety of personnel • Protect property 	<ul style="list-style-type: none"> • Safeguard the environment; • Maintain and restore critical services • Maintain normal services at an appropriate level • Promote and facilitate community self-help • Facilitate community recovery (physical, social, economic & psychological) • Facilitate investigations and inquiries (preserve the scene and manage records) • Evaluate & identify lessons
	Consider Powers, Policies and Procedures	
8	Emergency Plans / Supporting Information <i>Which <u>Emergency Plans</u>, procedures, risk-specific information or other supporting information are we working to? (e.g. Multi Agency Flood Plan; COMAH Plan)</i>	
9	Media situation report <i>Are there any issues to escalate to SCG and inform the media strategy, if active? If asked, what should responding staff say to the public/ media?</i>	
Identify Options and Contingencies		
10	Discuss and agree tactical decisions <i>Note TCG decisions in appropriate log</i>	
11	Support Do any TCG support cells need to be activated? (E.g. Evacuation, Logistics, Information, Community Impact Assessment and Voluntary & Faith Coordination) See Appendix F – Support Cells of NERG	Cells
	Consideration to be given to mutual aid requests and/or Military support <i>(Any military request must be through the Military rep at SCG) Ensure prioritisation is considered for any mutual aid.</i>	
Take Action and Review What Happened		
13	Allocation of actions <i>Chair and Loggist to confirm/review actions with group and complete/update the action log.</i>	
14	Reporting Schedule <i>Create reporting schedule (sometimes known as 'battle-rhythm') between active response structures.</i>	
15	Any other business	
16	Date, Time and Location of next meeting (Ensure clear stand down when relevant)	

Appendix F – Support Cells

To assist with the management of a multi-agency incident, the SCG and TCG may agree to convene a number of support cells. A brief outline of these follows. More detailed guidance can be found in the specific multi-agency emergency plans.

Strategic Level:

Recovery

It is important that the SCG ensures that the process for recovery is considered from the outset; at the very least a member of the SCG should be tasked with considering recovery issues in absence of the RCG. Where deemed appropriate, the activation of a Recovery Coordinating Group (RCG) should be considered,

The early establishment of this group will ensure that at the appropriate time there will be a seamless transition from response to recovery with the appropriate change in coordination agency (usually from the Police to the local authority). This process should be documented (See **Appendix H – Handover Certificate – Response to Recovery**).

For further information regarding recovery, refer to the NRF Recovery Guidance document.

Science and Technical Advice Cell (STAC)

STAC is activated at the request of the SCG and brings together a range of staff to collectively provide such scientific and technical advice.

The role of the STAC is to ensure timely coordinated scientific, technical, environmental and public health advice to the SCG during the response to an emergency. It will:

- Provide a single point of scientific advice to the SCG on the scientific, technical, environmental and public health consequences of the incident via a nominated STAC representative.
- Monitor and corral the responding science and technical community to deliver SCG high-level objectives
- Agree any divergence from agreed arrangements for providing science and technical input
- Pool available information and arrive, as far as possible, at a common view on the scientific and technical merits of different course of action.
- Provide a common brief to the technical lead from each



agency represented in the cell on the extent of the evidence based available, and how the situation might develop, what this means, and the likely effects of various mitigation strategies

- Agree with the SCG on the advice to be given to the public on the health aspects of the incident and advice on actions

to protect the public, including the consequences of any evacuation or containment policies.

- Provide clarification on advice provided to the SCG, to a single, nominated, point of contact with a TCG.
- The provision of advice may continue into the recovery phase of an incident.

In addition, for incidents with a wider regional or national significance, the Scientific Advisory Group for Emergencies (SAGE) may be established at Government level.

Multi-Agency Support Group (East) – MASG (E)

MASG provides a sub-national management framework in and around the East of England. It enables sub-national organisations to work together ahead of and during an emergency to meet their responsibilities under the Civil Contingencies Act 2004.

Membership is open to any organisation that has responsibility for delivering goods, services, transport or logistics on which the public rely and which could be threatened or disrupted by a civil emergency or major incident across multiple counties.

Any member of the MASG, including the LRF, can initiate a meeting or conference call to discuss the situation.

Tactical Level:

Combined Tactical Air Cell (CTAC)

Should air support assets be required during a major incident, it is imperative that their response is coordinated. With this in mind, a structure referred to as a Combined Tactical Air Cell will be utilised.

The main role of the CTAC will be prioritisation of air tasking in accordance with the strategic intent and tactical objectives of the incident.

The CTAC would be formed of liaison officers and supporting staff from the various air support providers.



Multi-Agency Information Cell (MAIC)

The Multi-Agency Information Cell (MAIC) will support the TCG to work towards the agreed SCG objections.

The main objectives for the MAIC are as follows:

- Act as a single point of contact for information
- Collate information to support the development of a Situation Report, acting as the information link between MHCLG and the NRF
- Obtain information from agencies, partners or affected persons not represented on the TCG
- Horizon scan and identify any issues / opportunities that may arise, capturing these in a risk register

It will comprise:

- Norfolk Constabulary
- Norfolk Fire & Rescue Service
- East of England Ambulance Service
- Norfolk County Council (representing all Local Authorities)
- NHS Norfolk & Waveney Clinical Commissioning Groups
- Specialist agencies as pertinent to the incident

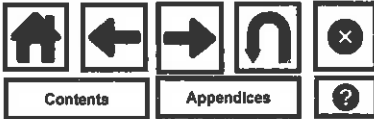
Logistics Cell

In certain situations, such as prolonged severe weather, it will be beneficial to establish a dedicated Logistics Cell. This cell should be led by Norfolk Fire, suggested Group Manager level, and comprise:

- Police
- Fire
- Ambulance
- Local Authority, suggested Highways and Resilience
- Voluntary & Faith representative if appropriate

Manned by a small multi-agency team the cell can help deliver TCG actions by considering issues including (but not limited to):

- Transport (Including 4x4 Resources)
- Voluntary & Faith Co-ordination
- Humanitarian Assistance
- General Resource Issues
- Convergent Volunteers
- Community Resilience
- Site Clearance



Depending on the incident type others could be invited to attend and the Voluntary and Faith Group Directory should be used to ensure that all the Voluntary Agencies assets are being utilised.

The Logistics Cell will have dedicated email address (listed in the NRF Contacts Directory available to Category 1 and 2 Responders) and phone number which will be advised by the TCG when the Logistics Cell is established.

Evacuation Cell

Where the response to an emergency requires the evacuation of an area, it may be appropriate to activate an Evacuation Cell. The cell should be made up of representatives from all appropriate agencies. The cell will assume responsibility for the implementation of all aspects of the evacuation process.

The cell will need to consider the following:

- Timings – is there enough time to evacuate before the hazard arrives
- Greatest risk – are people safer to stay inside
- Transport – can people self-evacuate or will they require assistance
- Vulnerable people – ensure a list of lists is collated, accepting that some may not appear on these lists. Should a vulnerable people cell be established?
- Public Information Zone – is there a pre-identified evacuation zone? I.e. for CoMAH sites.

Further information, including an Evacuation Notice can be found in the [NRF Evacuation and Shelter Guidance](#).

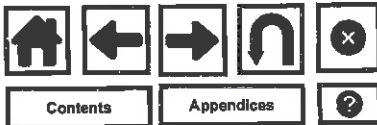
Vulnerable People Cell

This cell is responsible for identifying those that may need additional support using data sources described below (information availability). It will also receive information from operational staff who identify people that require support when they visit premises as part of their response.

This cell will report into the evacuation cell if already establish, alternatively the TCG. The cell will comprise:

- Local Authorities
- Health providers
- Emergency Services
- Utility Companies
- Voluntary Aid Societies (where appropriate)

Further detailed information on evacuation and vulnerable people can be found in the [NRF Evacuation and Shelter Guidance](#).



Appendix G – Military Aid

The Armed Forces contribute to UK resilience through providing specialist capabilities (such as explosive ordnance disposal) and by assisting civil authorities and structures when the need exceeds civil capability or capacity. The Forces do this in response to specific requests for a planned response or to a crisis, but military aid is not guaranteed.

Nevertheless, a 'forward-leaning' approach is encouraged. Civil authorities' proactive, early consideration of military capabilities should be reflected in local planning arrangements. The central Government view is that:

- The military should be closely involved in planning and training for emergencies at the local level, through existing liaison arrangements.
- Military support should cost less, in agreed circumstances – marginal rather than full costs.
- Civil responders should consider whether there is, or may later be, a role for the armed forces early in the response to every significant incident – military advice on capabilities that may be available to support the response is quickly and easily available.

Military Aid to the Civil Authorities (MACA) – Triggers and Activation

MACA can be sought to support the civil authorities when they have an urgent need for help to deal with an emergency arising from a natural disaster or a major incident. **Assistance is provided on an 'as available' basis and the Armed Forces cannot make a commitment that guarantees assistance to meet specific emergencies.** Category 1 and 2 responders should not base plans and organise exercises on the assumption of military assistance. The Joint Regional Liaison Officer (JRLO) from the local Army Regional Point of Contact Brigade (RPOC) Headquarters will be able to give advice and should be contacted in the first instance.

7th Infantry Brigade & HQ East, 'The Desert Rats', is the Army RPOC Brigade Headquarters for the East of England and East Midlands. JRLO East is the primary focus for integrating military UK operations with civil authorities in the East of England. He routinely attends the Executive Group of Norfolk Resilience Forum (NRF), and would represent Defence at the Strategic Co-ordination Group (SCG). He is supported by Military Liaison Officers (MLOs) who could deploy to other SCGs, in the event of a multi-county incident, or the Tactical Co-ordination Group (TCG) to support the co-ordination of MACA at the Tactical (Silver) level.

The RAF Regional Liaison Officer for the East of England (RAFRLO EE) is the point of contact for RAF-specific MACA, military aircraft post-crash management and related issues. He would provide RAF-specific advice and assistance at SCG and / or TCG as required.



Contact with either Regional Liaison Officer can range from informal requests for information or advice to formal requests for MACA; the latter should be made as early as possible. Contact details for JRLO E, 7th Infantry Brigade & HQ East Duty Officer and RAFRLO EE are in NRF's emergency contacts list.

MACA – Principles

The provision of military assistance is governed by four principles. MACA may be authorised when:

- There is a definite need to act and the tasks our Armed Forces are being asked to perform are clear;
- Other options, including mutual aid and commercial alternatives, have been discounted; and either
- The civil authority lacks the necessary capability to fulfil the task and it is unreasonable or prohibitively expensive to expect it to develop one; or
- The civil authority has all or some capability, but it may not be available immediately, or to the required scale, and the urgency of the task requires rapid external support from the MOD.

MACA – Considerations

The provision of MACA requires approval by a Defence Minister following a request by a government department. If MACA is urgently needed to alleviate distress and preserve and safeguard lives and property in time of disaster, local military commanders may be contacted directly for assistance. JRLO E should be informed of such requests as soon as possible after contact is made.

Requests for MACA should normally be generated in conjunction with the JRLO and, where necessary, the RAFRLO. The request should describe the effect required, the general situation (especially if it is part of a criminal investigation), the capability gap (including efforts to address the requirement through mutual aid or commercial contractors), and where and for how long MACA is required.

Defence capabilities and roles that may be of use to civil responders include general support (general duties, armed policing and CBRN), medical support, logistic support (advice, transport, engineering, estate, fuel and telecommunications).

When considering military assistance, it is important to bear in mind the qualitative and quantitative characteristics of the Armed Forces:



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- Armed Forces personnel are few compared to the number of staff in the emergency services, health service and local authorities.
- The skills, equipment, and capabilities of the Armed Forces are designed for military use, mainly for expeditionary operations.
- The Armed Forces draw on civil capabilities wherever necessary.
- The Armed Forces are not designed to provide an emergency response service, with certain exceptions.
- The Armed Forces do not have a monopoly on equipment suitable for use in emergencies.

Cost of MACA

MACA activity is, with a few specific exceptions, not funded within the Defence budget and is therefore provided on a repayment basis.

Treasury rules dictate that Government Departments charge for services that are not part of their funded tasks. Defence will charge full costs except where there is imminent danger to life when charges are waived, and in prescribed circumstances when marginal costs will be applied.

MOD Policy

The MOD Joint Doctrine Publication 02 'UK Operations: the Defence Contribution to Resilience and Security' Third Edition provides more details:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/591639/20170207_JDP02_Resilience_web.pdf



Appendix H – Handover Certificate – Response to Recovery

Note: This certificate has been written assuming the Strategic Co-ordinating Group is being chaired by the Police and the Recovery Co-ordinating Group is being chaired by the local authority.

Appropriate for use when the SCG for the response feels that the conditions are right for a handover to the recovery phase.

Upon this Status Certificate being signed by both local authority and Police Service, the Management for dealing with the aftermath of the emergency (location) is to be taken over by Council.

In addition to any requirements laid out in specific contingency plans relevant to this emergency:

1. There is no known further risk to life in relation to this specific emergency.
2. The circumstances dictate it more appropriate for the emergency management to rest with **Council in that the phase is clearly now one of recovery.**
3. There are no serious public order or crime prevention issues which impact on the overall Strategic coordination of the recovery phase.
4. Norfolk Fire and Rescue Service together with the East of England Ambulance Service are operating at a level which does not necessitate an SCG to coordinate and facilitate their activity.
5. There are no known scenarios that may require the reinstatement of SCG in relation to this emergency in the foreseeable future.
6. **Council is satisfied that it has in place the infrastructure and processes to take over coordination from the Police.**

Signed:..... County/District/Borough/City Council

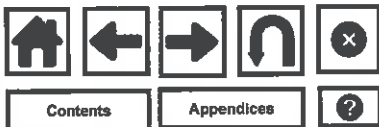
Signed..... Norfolk Constabulary

Date and Time Signed:.....

The signatories below have read and acknowledged the contents of this Status Certificate

.....
Norfolk Fire & Rescue Service

.....
East of England Ambulance
Service NHS Trust



Appendix I – Teleconference etiquette

CHAIRPERSON		
<i>Note; this process is based upon use of a recognised British Telecom system!</i>		
Task	Description	✓
1	Ensure participants are aware of the teleconference numbers (these are available in the NRF Contacts Directory).	
2	Dial in just before the allotted time and be prepared to wait a short while for all participants to 'log in' and settle.	
3	Once access is settled – then you should announce your name and either verbally check the names of the participants or carry out an electronic 'role call' by selecting; # then 1. Remember to record names of the participants and ask them to ensure their phones are muted unless they are speaking. Remind participants to announce their name before speaking so this can be recorded correctly in the notes.	
4	Consider locking the call by selecting *7 to avoid disruption to the teleconference. This process can be reversed again by pressing *7.	
5	Ensure participants can view the agenda, if not a copy if available on Resilience Direct. Be prepared for urgent interjections from participants.	
6	Once the main part of the conference call has been completed then allow final questions on a 'round robin' basis. A 'silence' on the call will indicate no response.	
7	Conclude the call by indicating any actions and/or include the date and/or time of the next conference call. <i>Thank all participants and state that the call is now complete.</i>	
8	Should it be necessary for some participants to remain on the call for further dialogue – this WILL require the Chairpersons participation.	



PARTICIPANT

Note; this process is based upon use of a recognised British Telecom system!

Task	Description
1	Ensure you are aware of the teleconference number (it can be found in the NRF Contacts Directory) and time.
2	Ensure you are ready to dial into the teleconference at least 5 minutes advance of the start time and state your name and organisation when requested. Put your phone onto mute. You may be required to wait a little while before everyone is dialled in.
3	Once access is settled – the Chairperson will announce their name and either verbally check the names of the participants or carry out an electronic 'role call' . The Chair Person may then decide to lock the call.
4	When speaking, ensure you state your name and organisation so this can be recorded correctly in the notes.
5	Should any late callers attempt to join, then they may find themselves 'locked out' – to overcome this, a message needs to be sent (<i>via an alternative route</i>) to the Chairperson to enable access.
6	Should it be necessary for some participants to remain on the call for further dialogue – this WILL require the Chairpersons participation.



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Appendix J – NRF Security Vetting Protocol

Introduction

A decision was made by the NRF Executive Board, on the 4th April 2008, that it would be *desirable* for Strategic Coordination Group (SCG) members to be vetted to Security Clearance (SC) level due to potentially sensitive information that may be discussed and accessed during a SCG meeting.

SC vetting is only required for long term, frequent and uncontrolled access to Government Assets marked SECRET or occasional, supervised access to Government Assets marked TOP SECRET. Therefore members will not require SC vetting if they have no need for long term, frequent and uncontrolled access to Government Assets.

Executive Summary

National Security Vetting is not required to attend either a Tactical Coordination Group (TCG) meeting or Strategic Coordination Group (SCG) meeting.

If members require unsupervised access around Norfolk Police HQ (OCC) for example to attend the Tactical Coordination Centre (TCC), and be given an access card so they can move around the building and access rooms with a swipe lock, then they are required to go through a level of Force Vetting known as Non-Police Personnel Vetting (NPPV) Level 2 abbreviated.

Force Vetting is not relevant to the Strategic Coordination Centre as it is not located at a Police premise.

Access to the TCC will not be denied to anyone without NPPV Level 2 Vetting, however they will need to be escorted around the building when a member of support staff becomes available.

Therefore, it is recommended that agencies identify members of staff who may be required to attend the TCC and ensure they undertake the NPPV Level 2 (abbreviated) vetting.

Aim

The aim of this document is to set out the agreed approach of Vetting for Category 1 and 2 responders, as deemed by the Civil Contingencies Act (2004) likely to respond to a major incident in the County of Norfolk.



Vetting Procedures

There are two distinct vetting procedures:

Force Vetting (FV)

This includes Non-Police Personnel Vetting (NPPV) in a variety of levels (Level 1, 2 and 3). Force Vetting allows employees, third parties, and contractors etc to gain access to Police information, equipment, infrastructure and assets.

NPPV relates to the vetting of persons other than Police Officers, who require access to Police premises without constant supervision, this is not provided by NSV.

NPPV is broken down into 4 different levels:

- Level 1 – does not allow access to classified material
- Level 2 (Abbreviated) – allows access to Police protectively marked material up to OFFICIAL SENSITIVE either on police premises or by remote access. No systems access.
- Level 2 (Full) – allows access to classified police material/information up to OFFICIAL-SENSITIVE with occasional access to SECRET.
- Level 3 allows access to classified police material or information up to SECRET and occasional access to TOP SECRET.

National Security Vetting (NSV)

National Security Vetting includes vetting such as Security Check (SC). NSV is underpinned by the HM Baseline Personnel Security Standard (BPSS). BPSS is the default employee screening standard used for anyone working within, or on behalf of a Government Department. Therefore, all Category 1 and the majority of Category 2 responders will have achieved the BPSS.

The purpose of NSV is to protect sensitive government national security assets.



Vetting Requirements
National Steer

The Government Security Classifications, version 1.0, October 2013, highlights the following relevant principles:

- Everyone who works with government has a duty of confidentiality and a responsibility to safeguard any HMG information or data that they access.
- Access to sensitive information must only be granted on the basis of a genuine need to know and an appropriate personnel security control.
- Assets received from or exchanged with external partners must be protected in accordance with any relevant legislative or regulatory requirements.

Information sharing

Under the Civil Contingencies Act (2004); agencies deemed Category 1 and 2 Responders have a duty to share information during the planning, response and recovery phases of an emergency.

Tactical Coordination Centre (TCC)

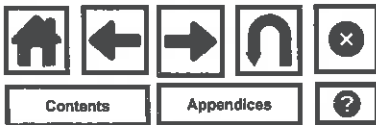
In 2015 a decision was made by the NRF Executive Board, following the 2013 Tidal Surge Debrief, to have one Tactical Coordination Centre based at Police HQ in Wymondham. After detailed discussions with the Joint Norfolk & Suffolk Police Vetting Team, it was highlighted that anyone physically attending the TCC, who would require unsupervised access around the building and through swipe locked areas, would need to go through an additional level of vetting. It was deemed that NPPV Level 2 (Abbreviated) would be sufficient – see Vetting Procedures below.

It is important to note that National Security Vetting and Force Vetting are separate procedures. Therefore anyone who has NSV (e.g. security clearance, DV) is required to also obtain NPPV to be given unsupervised access to the Police Premise.

Strategic Coordination Centre (SCC)

National Security vetting is not required to attend an SCG as a general rule, however if sensitive topics are discussed then members without any level of clearance may be asked to leave the room. This decision will be made by the Chair of the SCG in conjunction with all members.

The primary location for the Strategic Coordination Centre is Whitgates ,Hethersett, therefore Force Vetting is not required to access the



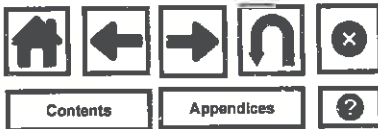
SCC.

Obtaining Security Vetting

The NRF Business Manager has been identified as the Point of Contact (POC) for NRF members to obtain NPPV clearance to attend the TCC. The process is currently completed free of charge by the Joint Norfolk & Suffolk Police Vetting Department. Members who require vetting should contact their Emergency Planner in the first instance who will be responsible for confirming identity of the individual before their clearance can be processed. The vetting forms are held centrally by the NRF Business Manager and can be provided to Emergency Planners upon request.

The NRF keeps a record of members vetted to NPPV Level 2 and Level 2 (Abbreviated).

Each agency is responsible for maintaining their internal records for security clearance and ensuring that members clearance is kept up to date.



Appendix K - Convergent Volunteers Protocol

Overview & Issues

Experience has shown that following an emergency spontaneous volunteers often called 'convergent volunteers (CV's)', will arrive at the scene and want to offer their assistance. These individuals will not be affiliated to any specific organisation. Convergent volunteers may be able to provide useful assistance but co-ordinating their activity and efforts can prove difficult for a number of reasons:

- It is difficult to assess individual skills and capabilities.
- During the early stages of a response there may not be anything for volunteers to do and they could impede official responders.
- There is a possibility that well-meaning individuals will 'self-deploy' potentially putting themselves and others in danger.
- If convergent volunteers are not handled sensitively there is a possibility of creating 'bad feeling' which could have an effect on the public perception of the work done by the official responders.

Recognising the issues above, and the fact that convergent volunteers could greatly assist official response and recovery, the NRF Convergent Volunteer Co-Ordinator (CvoC) role has been created. **Please Note:** The activities of all official volunteer agencies such as British Red Cross, 4x4 Response, Norisar etc will be co-ordinated through existing NRF coordination arrangements (Logistics Cell, which is a support cell of the TCG).

Activation

A request for activation of the CvoC can be made by any agency dealing with an incident where large numbers of CVs may turn up.

It is likely that larger emergencies will attract CVs (eg. Tidal Surge 2013, London Riots 2011) and by their very nature these events will require appropriate coordination structures (SCG, TCG, Logistics Cell) to be established. If this is the case the CvoC can be requested through the TCG Logistics Cell.

In incidents where the above structures are not in place the District Emergency Planner in the affected authority will be able to activate the CvoC.



Roles and Responsibilities

Norfolk Local Authority District personnel will staff the roles listed below in the first instance. British Red Cross Community Volunteers may also be able to assist; these are individuals who will have previously registered with the scheme: <https://reserves.redcross.org.uk/>

The NRF has access to a wide range of Voluntary and Faith groups offering various capabilities and resources which could be useful in helping to manage Convergent Volunteers.

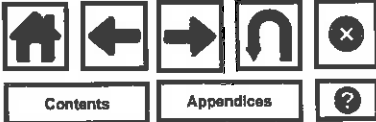
This includes access to:

- People with experience of working with volunteers
- People with time and capacity to take on the role
- Mobile Co-ordination Units (Vans)
- 4x4 Vehicles
- Mobile Catering Units
- Large tents, seating, heating and lighting
- Radio communications (including links with RAYNET)
- Mobile generator and pumps
- General equipment such as ropes, wheelbarrows, shovels, brooms etc
- Personal Protective Equipment (PPE)

The activities of all official volunteer agencies, outside of performing the CVOC role, will be managed by the Logistics Cell.

Convergent Volunteer Co-Ordinator (CVoC):

- To act as a Single Point of Contact for members of the public volunteering to offer assistance following an emergency
- To liaise with official responders to ascertain whether assistance from Convergent Volunteers can be utilised
- To register CVs and assess skills and capabilities using a pre-prepared skills questionnaire and consent form
- To brief CVs on health & safety
- To establish a central control point for CVs
- To allocate appropriate tasks to CVs and deploy based on their declared skills and capabilities
- To organise equipment, support and refreshments for CVs
- To monitor the work of CVs and report back to official responders
- To stand down CVs when appropriate
- To maintain a log of all officially sanctioned CV activity
- To provide a hot de-brief for all CVs at the scene



Assessment Staff:

- Review initial registration and assessment of volunteer's capabilities.

Task Supervisor:

- Ensure that volunteers carry out tasks as briefed and adhere to Health & Safety guidelines.

Location (Volunteer Reception Centres – VRCs)

A suitable Volunteer Reception Centre (VRC) will need to be established to provide support and co-ordination facilities for convergent volunteers. Ideally pre-identified locations such as village or community halls should be used. District Emergency Planners will often have key-holder details to access these.

In pre-identifying a suitable VRC, the following should be considered:

- a) Located at a safe distance from any hazard and outside the emergency area;
- b) Access to parking;
- c) Access to heating;
- d) Access to first aid;
- e) Offers sufficient rooms to offer privacy for assessment processes, first aid, and space for welfare and briefing;
- f) Kitchen space to provide refreshments;
- g) Office space with landline / communications;
- h) Toilets with room for hand-washing; and
- i) Facilities which can be adapted for use by those with disabilities or other needs

Where the VRC is required near to the scene of an emergency, volunteer resources (marquees, generators, lights, heaters etc.) can be used to establish a suitable marshalling area. This should be done under the guidance of NFRS and outside of any safety cordon area established by the police.

In some cases Fire Stations may also be used. NFRS will be able to provide information on suitability and access.



Supporting paperwork

Once activated VRC's will need a supply of paperwork to carry out various functions including (but not limited to):

- Volunteer assessment and registration
- VRC signing in / out
- Health and safety risk assessments of tasks
- Tasking records

Suitable templates can be found in the HM Government document 'Guidance of Managing Spontaneous Volunteers in Emergencies'.

What can Convergent Volunteers do?

- Assist emergency responders by providing local knowledge
- Help to clear up affected areas
- Assist the Police with door knocking
- Provide refreshments
- Help to distribute emergency supplies such as bottled water
- Provide general 'manpower'
- Check on friends and neighbours

Convergent Volunteers must not

- Do anything which puts themselves or others in danger
- Direct other CVs unless asked to by the CVoC (i.e. manage a small team of road sweepers)
- Work alone with vulnerable people or children
- Interfere with the work of the emergency services
- Do anything they have not been asked to do

Often there may be little or no suitable activity for CVs to do and in this case the CVoCs role will be to register volunteers and ask them to return at a later date (or listen to local news for updates)

Media & Communications

During a major incident early engagement with the public through social media will be crucial in helping to get the best out of any Convergent Volunteer response efforts. This should be co-ordinated through the official NRF Media Cell which will be established during a Major Incident.



Insurance & Public Liability

Convergent Volunteers acting under the instruction of the CVoC will be covered by the public liability insurance of the relevant district local authority so long as:

- All volunteers have been properly assessed for capabilities / limitations, registered and briefed on Health & Safety.
- All tasks have been properly risk assessed and documented.
- All tasks are appropriately supervised

Note: It is crucial that all CVs understand and sign the skills questionnaire and consent form which they will be asked to complete by the CVoC. Volunteers not wishing to do this will not be allowed to assist the official response.

Local authorities should check the position regarding convergent volunteers with their own insurance companies in advance of activating any co-ordination activities.

National Guidance

This protocol is supported by the HM Government document '**Guidance for Managing Spontaneous Volunteers in Emergencies**'.

The SARA Act 2015

With evidence suggesting that people are deterred from volunteering, helping others or intervening in an emergency due to the fear of risk and/or liability, the SARA Act is designed to address concerns of this nature. It is intended to provide reassurance that if something goes wrong when people are acting for the benefit of society or intervening to help someone in an emergency, the courts will take into account the context of their actions in the event they are sued for negligence or for breach of certain statutory duties (which operate in a similar way to the law of negligence).

It is also intended to reassure people, including employers, that if they demonstrate a predominantly responsible approach towards the safety of others during a particular activity, the courts will always take full account of the circumstances.



The Act does not change the overarching legal framework, but directs the courts to consider particular factors when considering whether the defendant took reasonable care. In any negligence/ breach of statutory claim that is brought where the court is determining the steps a defendant should have taken to meet the applicable standard of care, it must have regard to whether:

- a) the alleged negligence/breach of duty occurred when the defendant was acting for the benefit of society or any of its members;
- b) in carrying out the activity in the course of which the negligence/breach of statutory duty occurred, the defendant had demonstrated a predominantly responsible approach towards protecting the safety or other interests of others; and
- c) the alleged negligence/breach of duty occurred when the defendant was acting heroically by intervening in an emergency to assist an individual in danger.

Costs

REFER TO V&F MOU

Encouraging Volunteering

Many CVs will have volunteered for the first time, being motivated to act by the circumstances of a particular emergency. It is important to make good use of this good will and boost response capacity for future events by encouraging these CVs to sign up with established volunteer organisations.



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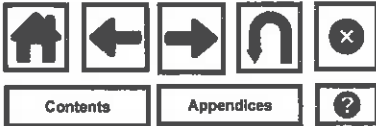
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Plan Amendments

Date	Details	Amended By
September 2011 (Version 3)	Amendments to plan as per changes in organisational/national requirements.	NRF Partners
November 2012 (Version 4)	Amendments to plan as per changes in organisational/national requirements.	NRF Partners
January 2016 (version 5.1)	Annual review	NRF Partners
March 2016 (version 5.2)	Consultation completed	NRF Partners
April 2016 (version 6.0)	Updated following second consultation & sent for sign off.	NRF Partners & Business Manager
October 2017 (6.1)	Updated to include revised coordination group structure and changes ref high tides debrief	Gemma Bailey
May 2018 (6.2)	Updated TCG agenda with teleconference numbers.	Gemma Bailey
March 2019 (6.3 – 6.4)	Rewritten and circulated for consultation	G.Bailey

NRF Business Manager
Email: nrf@norfolk.pnn.police.uk



Records of Validation and Training Schedule (Up to 5 years)

Date	Details	Exercise/ Training/ Incident
21 st January 2014	Hawk One & Two	Exercise (Live & TTX)
14 November 2014	Exercise Prince	Exercise (Live)
20 October 2015	Exercise Corvus Norfolk	Exercise (TTX)
11 th November 2015	Exercise Condor 2 (Airport)	Exercise (Live)
7 March 2016	Exercise Decepticon (Brenntag)	Exercise (Live)
23 June 2016	Exercise Zephyr (Briar)	Exercise TTX
12 th January 2017	Norfolk High Tides	Incident
23 March 2017	Exercise Pluto (Thetford)	Exercise TTX
1 st November 2017	Exercise Diamond (Dow)	Exercise TTX
8 th November 2017	Exercise Douglas 2 (Airport)	Exercise TTX
5 September 2018	Exercise Pebble (CT Consequence Management)	Exercise TTX
27 th September 2018	Exercise Springboard (recovery)	Exercise TTX
21 st February 2019	Exercise Thorn (Brenntag)	



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Distribution List

This plan is marked official, therefore will be made available to all NRF members and the public via the Norfolk Prepared website.

Abbreviations

AAIB	Air Accidents Investigation Branch	HART	Hazardous Area Response Team
ABI	Association of British Insurers	HSE	Health and Safety Executive
BCM	Business Continuity Management	JESIP	Joint Emergency Services Interoperability Principles
BTP	British Transport Police	JRLO	Joint Regional Liaison Officer
CBRNE	Chemical Biological Radiological Nuclear Explosive	LA	Local authority
CCA	Civil Contingencies Act	LGD	Lead Government Department
CCG	Clinical Commissioning Group	LRF	Local Resilience Forum
CCS	Civil Contingencies Secretariat	MACA	Military Aid to the Civil Authorities
CILA	Chartered Institute of Loss Adjustors	MACR	Major Accident Control Regulations (Joint Services Protocol 498)
COBR	Cabinet Office Briefing Room	MASG(E)	Multi-Agency Support Group East
COMAH	Control of Major Accidents Hazards Regulations 2015	MASHA	Multi-Agency Strategic Holding Area
CRR	Community Risk Register	MHCLG	Ministry of Housing Communities & Local Government
CTAC	Combined Tactical Air Cell	MTPAS	Mobile Telecommunications Privilege Access Scheme
DVI	Disaster Victim Identification	NERG	Norfolk Emergency Response Guidance
EA	Environment Agency	NHS	National Health Service
ECA	Emergency Coordinating Authority	NPPV2	Non Police Personnel Vetting level 2
EEAST	East of England Ambulance Service NHS Trust	NRF	Norfolk Resilience Forum
EPRR	Emergency Preparedness Resilience & Response	OCC	Operations Communications Centre
FRS	Fire and Rescue Service	PHE	Public Health England
FCP	Forward Command Post	POLSA	Police Search Advisors
GLO	Government Liaison Officer	PPE	Personal Protective Equipment
HAC	Humanitarian Assistance Centre	RAFRLO	Royal Air Force Regional Liaison Officer
RAIB	Rail Accident Investigation Branch	SAGE	Scientific Advisory Group in Emergencies



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Norfolk Emergency Response Guidance
OFFICIAL

RAYNET	Radio Amateurs Emergency Network	SCC	Strategic Coordination Centre
RCG	Recovery Coordinating Group	SCG	Strategic Coordinating Group
ResCG	Response Co-ordination Group	SIO	Senior Investigating Officer
RTDO	Resilience Team Duty Officer	STAC	Science and Technical Advice Cell
RVP	Rendezvous Point	TCG	Tactical Coordinating Group



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Norfolk Severe Weather Plan

Version	1
Author	Norfolk County Council & Met Office
Reviewed by	Category 1 & 2 responders
Authorised by	NRF Executive Chair
Next review date	August 2021



Foreword

The weather affects the lives of everyone, every day. Severe weather and the implications of this are felt, to various degrees, many times a year.

The Norfolk Community Risk Register recognises different types of weather as being either medium or high risk for the County following a risk assessment process.

Any significant weather event with implications which adversely affect the environment, population, or infrastructure within Norfolk would merit a multi-agency response; therefore this plan has been published under the auspices of the Norfolk Resilience Forum (NRF).

This plan sets out specific information and procedures related to severe weather events. It augments the Norfolk Emergency Response Guidance (NERG) as the overarching document detailing multiagency response to emergencies in Norfolk.



ACC Simon Megicks
Assistant Chief Constable Norfolk & Suffolk Constabularies,
Executive Chair, Norfolk Resilience Forum

Date: 2nd October 2018



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Purpose

The aim of the Norfolk Severe Weather Plan is to provide category 1 and 2 responding organisations in the County, with an agreed multi-agency procedure for the response to a severe weather warning.

Objectives

The objectives of this plan are to:

- Inform responders of the types of weather services available and the role of the Met Office.
- Inform on the levels and actions relating to the Cold Weather Alert and Heat-Health Watch services.
- Outline the trigger point at which responders agree to hold a teleconference to discuss preparations and response.
- Outline the escalation process to a major severe weather incident.

Exclusions

This document excludes the response arrangements for flooding for which there is a specific Norfolk Resilience Forum Plan.

- Norfolk Flood Response Plan and Tactical Appendices.

Protocols

This document will take effect 3rd October 2018. It will be reviewed at an interval not exceeding three years. This review process will be activated should legislation or best practice guidance necessitate such action.

The master copy of this document and a record of the review and decision-making process will be held by the Norfolk Resilience Forum and will be made available for audit as necessary.

Contributing organisations are asked to notify the Norfolk Resilience Forum Business Manager of any changes that may impact on the content or procedures within this plan: nrf@norfolk.pnn.police.uk



Activation of this plan

Activation of this plan can be triggered by the issue of a Yellow, Amber or Red severe weather warning from the Met Office, with potentially medium or high impacts. These warnings provide a guide to the likelihood of potential impacts occurring.

Warnings that fall into one of the following boxes on the impact matrix below could trigger activation;

	Low	Medium	High	Very High
Very Low	Green	Yellow	Yellow with checkmark	Red with checkmark
Low	Green	Yellow	Yellow with checkmark	Orange with checkmark
Medium	Green	Yellow	Yellow with checkmark	Orange with checkmark
High	Green	Yellow	Yellow with checkmark	Orange with checkmark

This plan can be activated by any Category 1 responder or the Met Office; however the anticipated notification process is detailed at **Appendix A - NSWWS Warnings Activation**

This plan can be activated by any Category 1 responder or the Met Office in the event of a warning or incident that falls outside those listed where there is a concern regarding the impact of the weather within Norfolk.

Note: river/coastal flooding is not covered in this plan. In this instance, the Environment Agency will convene a teleconference as per the NRF Flood Plan.



Resilience Direct

The nature of a severe weather incident means the likelihood of needing to utilise virtual communications channels is heightened. As a result, the use of Resilience Direct to inform joint situational awareness is key to the effective and efficient coordination of multi-agency activity.

At the point of escalation further than the Initial severe weather group teleconference, a response page will be created on Resilience Direct, which will act as the central focus point for information, with organisations feeding into this with respective individual organisational updates.

References

NRF plans can be found on Resilience Direct: <https://collaborate.resilience.gov.uk/RDService/home/1691/07.-Plans>
This plan should be read in conjunction with the following:

- Norfolk Emergency Response Guidance (NERG)
- NRF Recovery Guidance
- NRF Major Incident Communications Plan
- PHE Cold Weather Plan for England
- PHE Heatwave Plan for England
- NRF Flood Plans



Section 1 – Severe Weather Warnings

The following table outlines the types of weather warning products available and the organisation responsible for the delivery of each warning.

Product	Produced by	Type of weather	
National Severe Weather Warning Service (NSWWS)	Met Office	Rain, Thunderstorm, Wind, Snow, Lightning, Ice and Fog	These warnings can be issued individually or as a 'dual warning' depending on the weather situation. For the NRF actions at each warning level refer to Appendix D – NSWWS warning levels and multi-agency actions
Cold Weather Alert Service	Met Office (in association with Public Health England)	Low temperatures, heavy snow and widespread ice. Operates in England from 1st November to 31st March.	Cold Weather Alerts are based on 4 levels of response and use a threshold of there being 48 hours or longer with: a mean temperatures of 2 Celsius or lower – and /or heavy snow – and / or widespread ice. This so the health care industry can prepare to minimise the impact of cold wintry conditions on public health. For the NRF actions at each Alert level refer to Appendix E – Cold Weather Alerts and multi-agency actions
Heat-Health Watch Service	Met Office (in association with Public Health England)	High temperatures. Operates in England from 1st June to 15th September each year	The Heat-Health Watch is based on 4 levels of response. The threshold is two consecutive daytime maximum temperatures of 30 Celsius or higher – with a minimum night-time temperature of 15 Celsius or higher in between these highs. This so the health care industry can prepare to minimise the impact of heat on public health. For the NRF actions at each Alert level refer to Appendix F – Heat Health Watch and multi-agency actions



Section 2 - Weather Warning Response

2.1 Rain, Thunderstorm, Wind, Snow, Lightning, Ice and Fog – are covered by the National Severe Weather Warning Service (NSWWS).

These warnings are based on the likelihood of potential impacts, which may cause issues ranging from widespread disruption of communications and, to weather conditions resulting in transport difficulties or threat to life – to localised incidents of disruption.

Met Office NSWWS severe weather warnings are issued up to seven days in advance.

When two weather types may cause impacts at the same time, 'dual Warnings' may be issued and cover combined weather types, such as 'Wind and Rain' or 'Snow and Ice'.

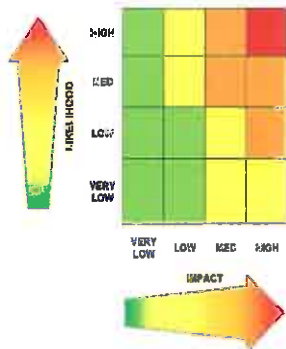
Severe Weather Warnings will be based on a combination of the potential level of impact and the likelihood of severe weather occurring.

Severe Weather Warnings include details of the impacts that may be expected.

Severe Weather Warnings include a 'Further Details' section. This provides specific information on the weather situation and can include extra details, such as rainfall amounts, expected wind gust speeds and if any impacts may be widespread or localised in nature.

Refer to **Appendix D – NSWWS warning levels and multi-agency actions** for the NRF actions at each warning level.

In the event of a rain warning issued that anticipates significant rainfall and risk of flooding, consideration should be given to the NRF Flood Plan and the established procedures whereby the Environment Agency may call a Flood Advisory Teleconference if modelling meets triggers.



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2.2 Snow

It is recognised through experience, that a snow event will need specific considerations as it can have a huge impact on business continuity within the County. There is an expectation that organisations will monitor business continuity and if required will request a multi-agency teleconference when there are threats to critical service delivery.

Following an initial teleconference for a snow incident, formal tactical coordination will be established (expected to be virtual) in order to manage the additional logistical requirements, such as the considerations for any 4x4 coordination.

2.3 Hazard Manager

The Met Office provides a range of services through Hazard Manager that help organisations prepare for and respond to emergency incidents that are caused or influenced by the weather.

Hazard Manager is a one-stop shop information source for the emergency response community. Maps can be overlaid in the interactive web portal with weather and incident related information.

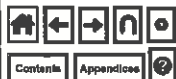
'Live' weather details available via Hazard Manager include, rainfall radar images, satellite pictures and wind speeds and direction. There are also weather forecast details up to seven days in advance, which include temperatures and guides to rainfall amounts.

The Flood Guidance Statement, Cold Weather Alerts and Heat-health Watch services can also be accessed.

Section 3 – Cold Weather Alert Service Response

3.1 The Public Health England 'Cold Weather Plan for England'

The Cold Weather Plan for England (CWP) aims to prevent avoidable harm to health, by alerting people to the negative health effects of cold weather, and enabling them to prepare and respond appropriately. The CWP also aims to reduce pressure on the health and social care system during winter through improved anticipatory actions with vulnerable people.



The plan sets out a series of actions to be taken by the NHS, social care and other agencies throughout the year, to prepare for and respond to winter, so as to protect the vulnerable. It also encourages local communities to support the most vulnerable in their area, such as checking on them during severe weather and offering other support.

*taken from the PHE Cold Weather Plan for England

The table at **Appendix E – Cold Weather Alerts and multi-agency actions** details the outline planning and response procedures for Cold Weather Alerts and the designated multi-agency response.

Section 4 – Heat Health Watch Service Response

4.1 The Public Health England Heatwave Plan

This plan is intended to protect the population from heat-related harm to health. It aims to prepare for, alert people to and prevent the major avoidable effects on health during periods of severe heat in England.

It recommends a series of steps to reduce the risks to health from prolonged exposure to severe heat for:

- The NHS, local authorities, social care, and other public agencies
- Professionals working with people at risk
- Individuals, local communities and voluntary groups

*taken from the PHE Heatwave Plan

The table at **Appendix F – Heat Health Watch and multi-agency actions** details the outline planning and response procedures for Heat Health Watch Alerts and the designated multi-agency response.

Section 5 - Roles and Responsibilities

The agencies involved in the severe weather response will be expected to carry out their specific roles and responsibilities as recorded in the Norfolk Emergency Response Guidance (NERG).



5.1 Severe Weather Group

When this plan is activated, a multi-agency severe weather teleconference group will be established. The standing membership of this group will be the following agencies;

- Norfolk County Council (Chair)
- Norfolk County Council Highways
- Norfolk Fire and Rescue Service
- Norfolk Constabulary
- East of England Ambulance Service
- Maritime Coastguard Agency
- Breckland District Council
- Norwich City Council
- Highways England (as required)
- Clinical Commissioning Group – NHS Norfolk and Waveney
- Broadland District Council
- Great Yarmouth Borough Council
- North Norfolk District Council
- Borough of Kings Lynn and West Norfolk Council
- South Norfolk District Council
- Environment Agency
- Met Office

It is anticipated that this group will meet virtually via teleconference and will follow the agenda as at **Appendix B - Agenda** in order to assess, monitor and escalate the coordination of response as necessary.

5.2 Met Office Advisor

During a severe weather incident, the Met Office Advisor becomes a central point for information used to support response and recovery coordination arrangements.

The Met Office Advisor (Civil Contingencies) engages with Norfolk's LRF by providing:

- An understanding of how the weather can impact Norfolk
- Support to emergency responders in assessing the risk in Norfolk from predicted or ongoing severe weather, allowing preparations to be put in place to mitigate the impacts
- Help in the preparation and participation of multi-agency teleconference during severe weather



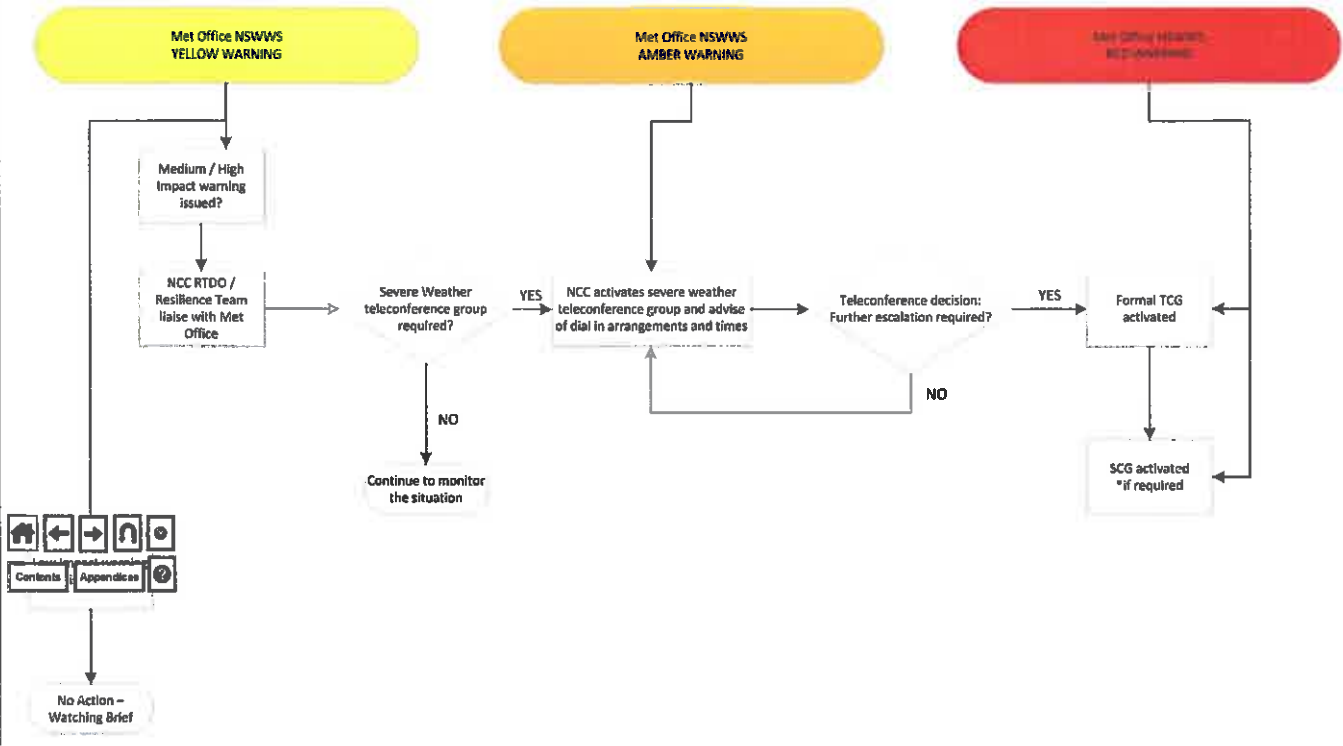
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- Guidance on the use of Met Office services available to emergency responders through presentations, workshops and exercises
- Help with weather-related risk-assessments as used in community risk registers



Appendix A - NSWWS Warnings Activation



Appendix B - Agenda

Severe Weather Teleconference

Time & Date:

Please ensure that you follow the NRF Teleconference Etiquette Protocol

No.	Subject	Lead
1.	Attendees and Apologies <i>(Chair to complete a roll call of attendees)</i>	Chair – Norfolk County Council
2.	Warning situation report; Likelihood and impact predictions Timings, duration and location. Damage expectations, mobile homes, trees etc.	Met Office Environment Agency
3.	Partner Issues <i>(Please report by exception only. It is assumed that you are prepared for the hazard, so please raise issues on your ability to respond, requirements for multi-agency assistance/support or business continuity issues that impact your ability to deliver business as usual)</i>	Chair / All
4.	Transport Issues (as appropriate)	Norfolk Constabulary (Highways England and NCC Highways as appropriate)
6.	Utilities Issues (as appropriate)	As appropriate
6.	Identification of Vulnerable Persons / Persons at Risk	Chair – Norfolk County Council
7.	Co-ordination of activities, next steps Options include:- <ul style="list-style-type: none"> • Further telephone conference arrangements • Resilience Direct Response page required? • Single agency response centres to be opened • Requirements for logistics cells e.g. 4x4 • Requirements for VFCC • Tactical Co-ordination Requirements • Strategic Co-ordination Requirements 	Chair / All
8.	Public information advice <ul style="list-style-type: none"> • Agree lead communicator/agency • Media message • Links to advice already available • Social media • Identify appropriate spokesperson 	Chair
9.	Out of Hours Contacts	Chair / All
10.	Date and Time of Next Telephone Conference or Meeting	Chair



Appendix C – Teleconference Etiquette

CHAIRPERSON		
<i>Note; this process is based upon use of a recognised British Telecom system!</i>		
Task	Description	✓
1	Pre-alert participants by providing all with the selected telephone number and pin code and ensure they are notified of the date and time of the call – <i>any security arrangements can then be identified.</i>	
2	Dial In just before the allotted time and be prepared to wait a short while for all participants to 'log in' and settle.	
3	Once access is settled – then you should announce your name and either verbally check the names of the participants or carry out an electronic 'roll call' by selecting; # then 1. Remember to record names of the participants and ask them to go to 'mute' by selecting; * then 6 - also advising that action points will be logged!	
4	Review the timing of the conference call and number of participants. Once the decision is made to progress with the call then consider 'locking out' any late or uninvited attendees by selecting; * then 7. <i>This lock out process can be reversed by again selecting; * then 7.</i>	
5	State the actions involved/required to manage; the purpose of the conference call and that an invitation will be made at certain intervals for responses. <i>Be prepared for urgent interjections.</i> <i>Remember to advise that they may have to 'un-mute' by selecting; * then 6.</i>	
6	Once the main part of the conference call has been completed then allow final questions on a 'round robin' basis. <i>A 'silence' on the call will indicate no response.</i>	
7	Conclude the call by indicating any actions and/or include the date and/or time of the next conference call. <i>Thank all participants and state that the call is now complete.</i>	
8	Should it be necessary for some participants to remain on the call for further dialogue – this WILL require the Chairpersons participation.	
9	Ensure all action points are distributed to ALL participants as soon as possible following the close of the call.	



PARTICIPANT

Note; this process is based upon use of a recognised British Telecom system!

Task	Description
1	Once pre-allocated an appropriate telephone number and pin code will be issued including the date and time of the call.
2	Ensure you are ready to dial into the teleconference 5 minutes advance of the start time. You may be required to wait a short while for all participants to dial in. Ensure your phone is muted when you are not speaking.
3	Once access is settled – the Chairperson will announce their name and either verbally check the names of the participants or carry out an electronic 'role call'. You will then be asked to go to 'mute' you may need to select; * then # (Please note that all background noise can be heard from the line and from within the room)
4	When speaking, ensure you state your name and organisation so this can be recorded correctly in the notes.
5	Should any late callers (see point 2) attempt to join, then they may find themselves 'locked out' – to overcome this, a message needs to be sent (via an alternative route) to the Chairperson to enable access.
6	Should it be necessary for some participants to remain on the call for further dialogue – this WILL require the Chairpersons participation.



Appendix D – NSWWS warning levels and multi-agency actions

Warning Level	Response Trigger	Actual or forecast	NRF Adverse Weather Teleconference?	Strategic Coordinating Centre?	Responsibility for activation	NRF response
Yellow Warning	Met Office issues a Yellow Warning for all or part of Norfolk.	Severe weather is possible – check warning details	No – unless a partner agency raises concerns Partners should consider a teleconference when informed of the risk is medium or high impact weather Note: If warning is related to rainfall and flood risk when it should be checked whether a Flood Advisory Teleconference will be called by the EA first.	No	N/A	<ul style="list-style-type: none"> Met Office to provide regular forecasts to category 1 and 2 responders Informal multi-agency information exchanges may take place Organisations to activate internal severe weather plans and procedures, as appropriate Warning and Informing, as appropriate Highways England may activate their severe weather desk (previously called snow desk). This is a dedicated member of staff (on occasions several staff) who will focus on the delivery of the winter service. This enables Highways England service providers to effectively and proactively manage their response to the weather when there is a risk of disruption to the network recovery.

Warning Level	Response Trigger	Actual or forecast Impact	NRF Adverse Weather Teleconference?	Strategic Coordinating Group?	Responsibility for activation	NRF response
Amber Warning	Met Office issues an Amber Warning for all or part of Norfolk.	Increased likelihood of impacts Significant disruption to the community possible with risk to life possible	Yes Note: if warning is related to rainfall and flood risk when it should be checked whether a Flood Advisory Teleconference will be called by the EA first.	No - unless required, at the request of the NRF Severe Weather Teleconference Group	NCC Resilience Team	<ul style="list-style-type: none"> NCC Resilience Team to convene NRF Severe Weather Teleconference group. Ensure public messaging relevant to the weather warning issued Provision of multi-agency support in respect of vulnerable people, as required Organisations to continue delivery of actions, as per their severe weather plans and business continuity procedures as required.
Red Warning	Met Office issues a Red Warning for all or part of Norfolk.	Significant disruption to the community likely with risk to life possible	Yes - in 2022	Yes	NCC Resilience Team	<ul style="list-style-type: none"> NCC and TCC to be convened NRF Severe Weather Teleconference group convened and focus of the response will TCC Provision of multi-agency support in respect of vulnerable people, as required Ensure public messaging relevant to the weather warning issued Provision of support to the Resilience Network
Green	All warnings are lifted	None	No	No	NCC	<ul style="list-style-type: none"> Recovery Multi-agency support

Appendix E – Cold Weather Alerts and multi-agency actions

The following table outlines the planning and response procedures for Cold Weather Alerts, as outlined in PHE's Cold Weather Plan and the multi-agency response.

Alert Level	Trigger	Impact	Multi-agency Response
1 Green Winter Preparedness	This is the minimum state of vigilance during the winter. In force throughout winter from 1 November to 31 March.	Nil	<ul style="list-style-type: none"> During the time, local and Healthcare partners will ensure that there is ongoing awareness and preparedness. NHS & Social Care providers share information to communities about cold weather preparedness.
2 Yellow Alert & Readiness	Issued when a mean temperature of 2° or below is predicted for at least 48 hours, with 80% confidence, and/or widespread ice and/or heavy snow is forecast, with the same confidence.	Prolonged periods of cold weather can be dangerous especially to the very young, very old or those with chronic diseases.	<ul style="list-style-type: none"> NHS Healthcare & Social Care providers to target specific actions at high-risk Groups.
3 Amber Cold Weather Action	Triggered by the Met Office when we are experiencing weather, which breaches any of the three thresholds.	Prolonged periods of cold weather can be dangerous especially to the very young, very old or those with chronic diseases.	<ul style="list-style-type: none"> NHS Healthcare & Social Care providers to target specific actions at high-risk Groups.
4 Red Emergency	Issued when a mean temperature of 2° or below is predicted for at least 48 hours, with 80% confidence, and/or widespread ice and/or heavy snow is forecast, with the same confidence.	In the event the health system may be overwhelmed, the health system may be overwhelmed, and the impact high risk to lives.	<ul style="list-style-type: none"> All Local Emergency Response Teams (ERTs) to be alerted. NHS Healthcare & Social Care providers to target specific actions at high-risk Groups.

(Note: Year round planning also required given due consideration to local weather conditions)



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Appendix F – Heat Health Watch and multi-agency actions

The following table outlines the planning and response procedures for Heat Health Watch Alerts, as outlined in PHE's Heatwave Plan for England and the multi-agency response.

Alert Level	Trigger	Impact	Multi-agency Response
Level 1 Preparedness	Regional and national Preparedness and Long Term Planning. This is the maximum state of alertness during the summer in force throughout summer from 1 June to 31 September.	Low	• Planning and preparing regarding preparing for the summer
Level 2 Alert & Readiness	Met Office forecasts that there is a 60 per cent chance of temperatures being high enough on at least two consecutive days to have significant effects on health. This will normally occur 2-3 days before the event is expected.	As death rates rise soon after temperature increases, with many deaths occurring in the first two days, this is an important stage to ensure readiness and swift action to reduce harm from a potential heatwave.	• NHS Healthcare & social care providers to target specific actions at high-risk Groups
Level 3 Heatwave Action	This is triggered as soon as the Met Office confirms that threshold temperatures have been reached in any one National Severe Weather Warning Service (NSVWS) region or more.		• NHS Healthcare & social care providers to target specific actions at high-risk Groups
Level 4 National Emergency	This is triggered when the following conditions are met: at least one NSVWS region is in Level 3 for at least 2 consecutive days, or at least two NSVWS regions are in Level 3 for at least 1 consecutive day, or at least one NSVWS region is in Level 3 for at least 1 consecutive day and at least one other NSVWS region is in Level 2 for at least 1 consecutive day.	High level. Risks are high and may include loss of life and property, and the potential for significant damage to the environment, infrastructure, and the economy. The potential for a Level 4 is high in extreme heat, and will be a high priority for all emergency response organisations. The potential for a Level 4 is high in extreme heat, and will be a high priority for all emergency response organisations. The potential for a Level 4 is high in extreme heat, and will be a high priority for all emergency response organisations.	• Multi-agency emergency response including: - Transportation of patients - NHS Healthcare and social care providers to target specific actions at high-risk Groups



Contents Appendixes



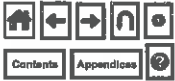
Records of Amendments

Amendment No.	Amended By	Date	Comments	Stated
1	John Hammond & Lindsey Roue	April 2018	Plan drafted	L. Roue
2 (version 0.2)	Gemma Bailey	June 2018	Updated following consultation	G. Bailey
3 (version 1)	John Hammon & Lindsey Roue	July 2018	Updated following consultation and issued	L. Roue

If any amendments are required to be made to this plan please inform : Norfolk Resilience Forum Business Manager, Email: nrf@norfolk.pnn.police.uk

Records of Plan Validation and Training Schedule

Date	Details	Responsible Person



Distribution List

- Anglian Water Service Ltd
- Borough of Kings Lynn and West Norfolk Council
- Breckland District Council
- Broadland District Council
- Cadent Gas
- Clinical Commissioning Groups (via Norfolk & Waveney CCG)
- East of England Ambulance Service
- Environment Agency
- Great Yarmouth Borough Council
- Highways England
- Maritime Coastguard Agency
- Met Office
- National Grid
- Norfolk Constabulary
- Norfolk County Council (Chair)
- Norfolk Fire and Rescue Service
- North Norfolk District Council
- Norwich City Council
- South Norfolk District Council
- UK Power Networks

Glossary

Government LEXICON of Emergency Terms available at <https://www.gov.uk/government/publications/emergency-responder-interopability-lexicon>

Abbreviation	Meaning
NSWWS	National Severe Weather Warning Service
NRF	Norfolk Resilience Forum
NERG	Norfolk Emergency Response Guidance
NCC	Norfolk County Council

Abbreviation	Meaning
RTDO	Resilience Team Duty Officer
TCG	Tactical Coordination Group
SCG	Strategic Coordination Group



Thorpe St Andrew Town Council



TOWN COUNCIL : 2nd NOVEMBER 2020

BOATS AT THORPE MARSHES

Agenda Item: 61

Reason for this Report

This report has been prepared to provide details of a complaint regarding boats at Thorpe Marshes.

Background

The Town Council, along with the Broads Authority, the Norfolk Wildlife Trust, and our local Member of Parliament have been contacted in recent years regarding the boats at Thorpe Marshes. Action has been sought to remedy many of the issues, however a further decline in the condition of boats has led to further complaints being reported.

Result

Complaints have been raised regarding the litter and the outlook of the marshes with the boats currently moored just along from Commissioners Cut. Photographs have been provided detailing the condition of boats in this area.

Advice

The Town Council has no powers over this area as it is neither the landowner nor navigation authority. However, the Town Council could write to both the Norfolk Wildlife Trust (regarding the boats moored) and the Broads Authority (regarding the sunken boats) seeking action be taken to improve the nature reserve.

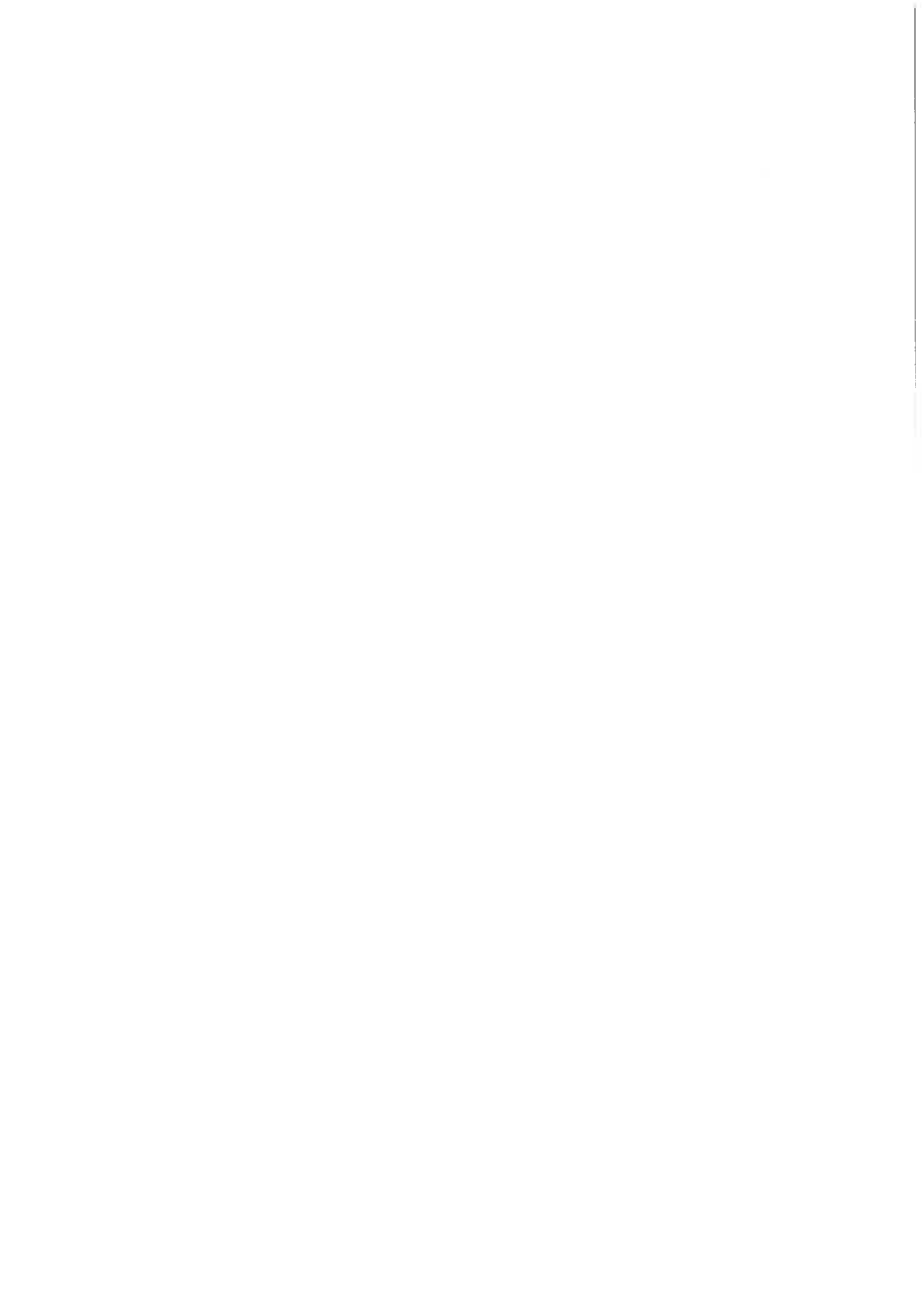
Legal Implications

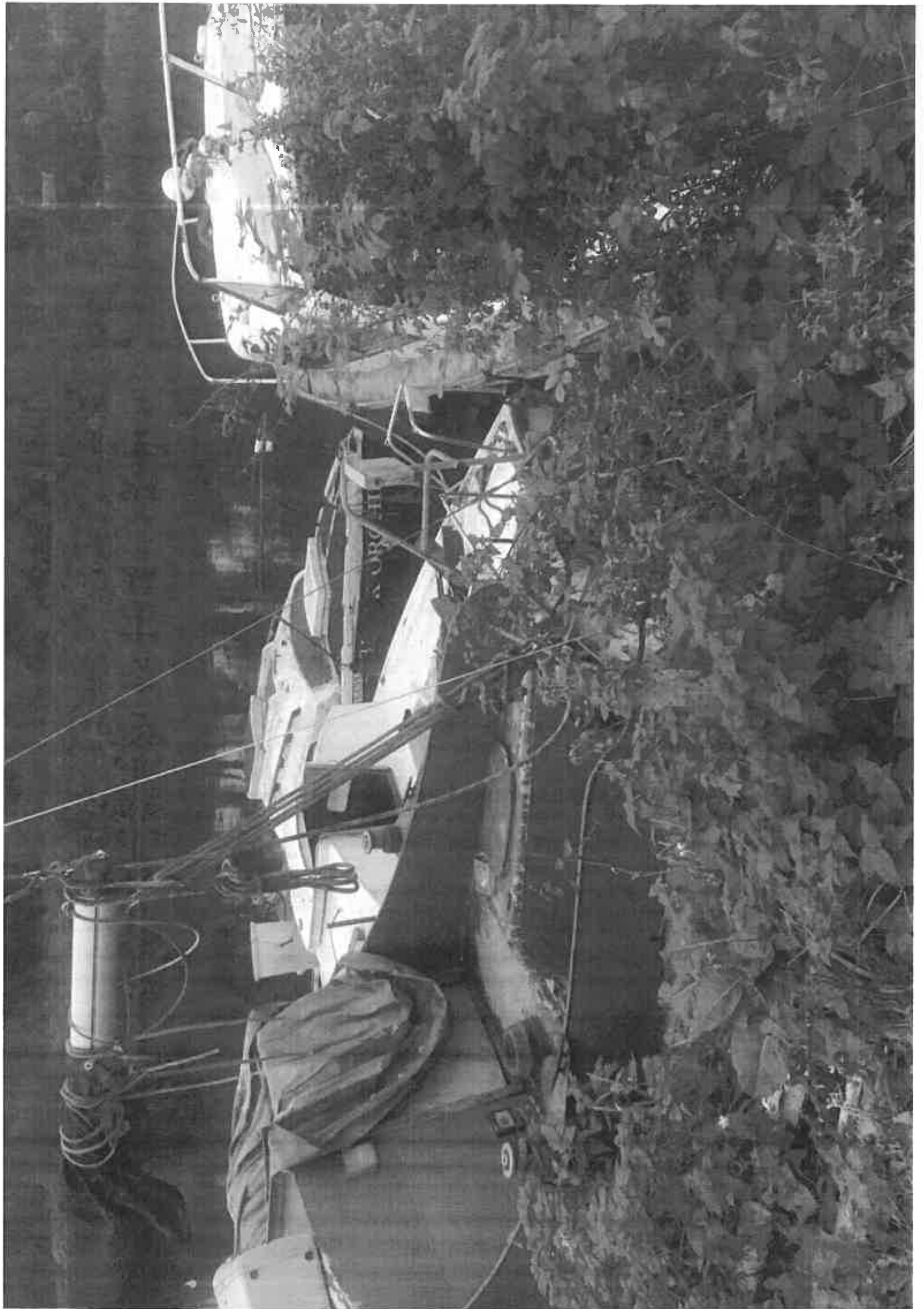
All decisions and actions taken by or on behalf of Thorpe St Andrew Town Council must (1) be within the local powers of the Authority; (2) comply with any procedural requirement imposed by law; (3) be within the powers of the body or person exercising powers on behalf of the Authority; (4) be undertaken in accordance with the Authority procedural rules inc. Standing Orders and Financial Regulations; (5) be fully and properly informed; (6) be properly motivated; (7) be taken with regard to the fiduciary duty of the Authority to its residents; and (8) be reasonable and proper.

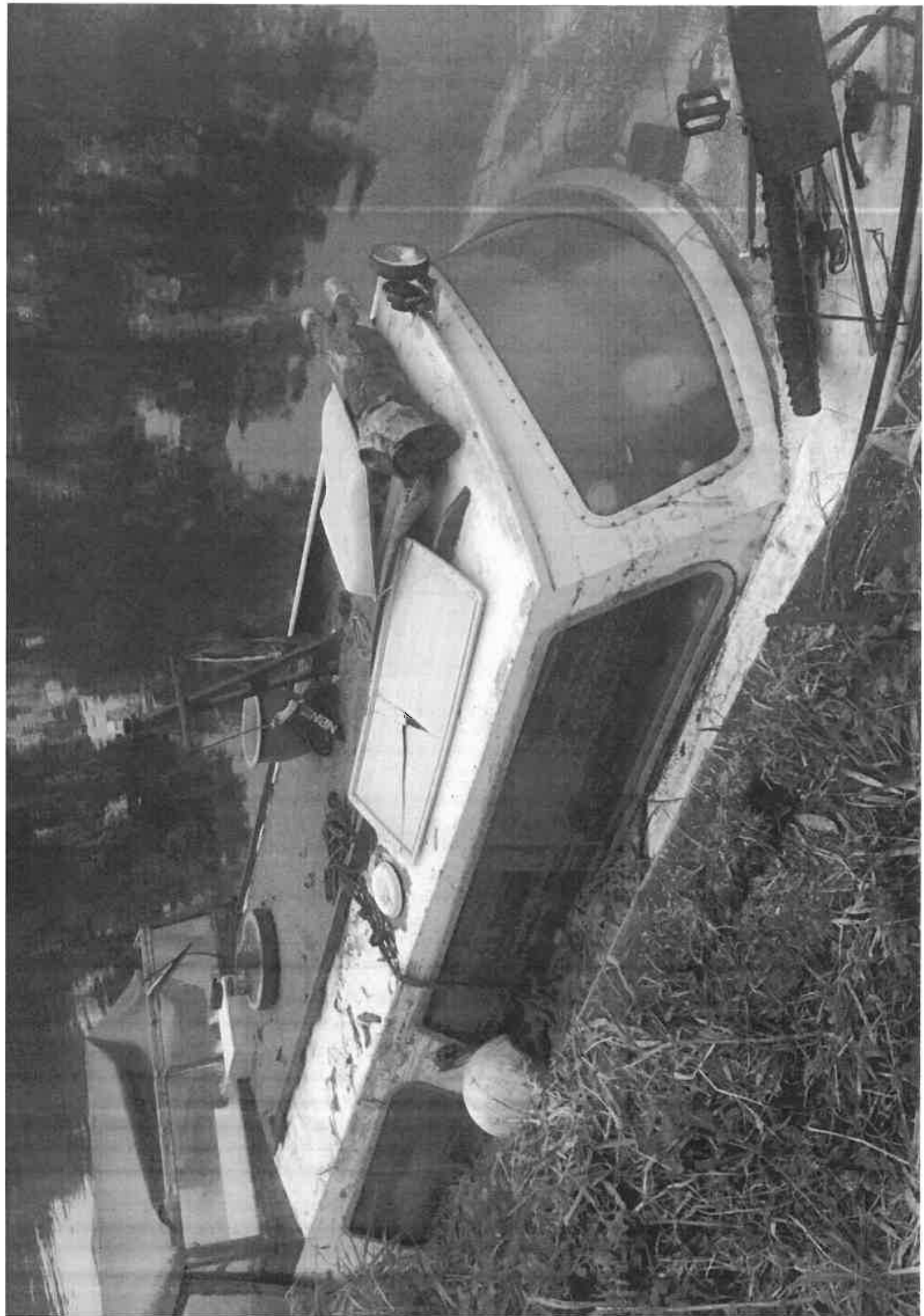
Financial Implications

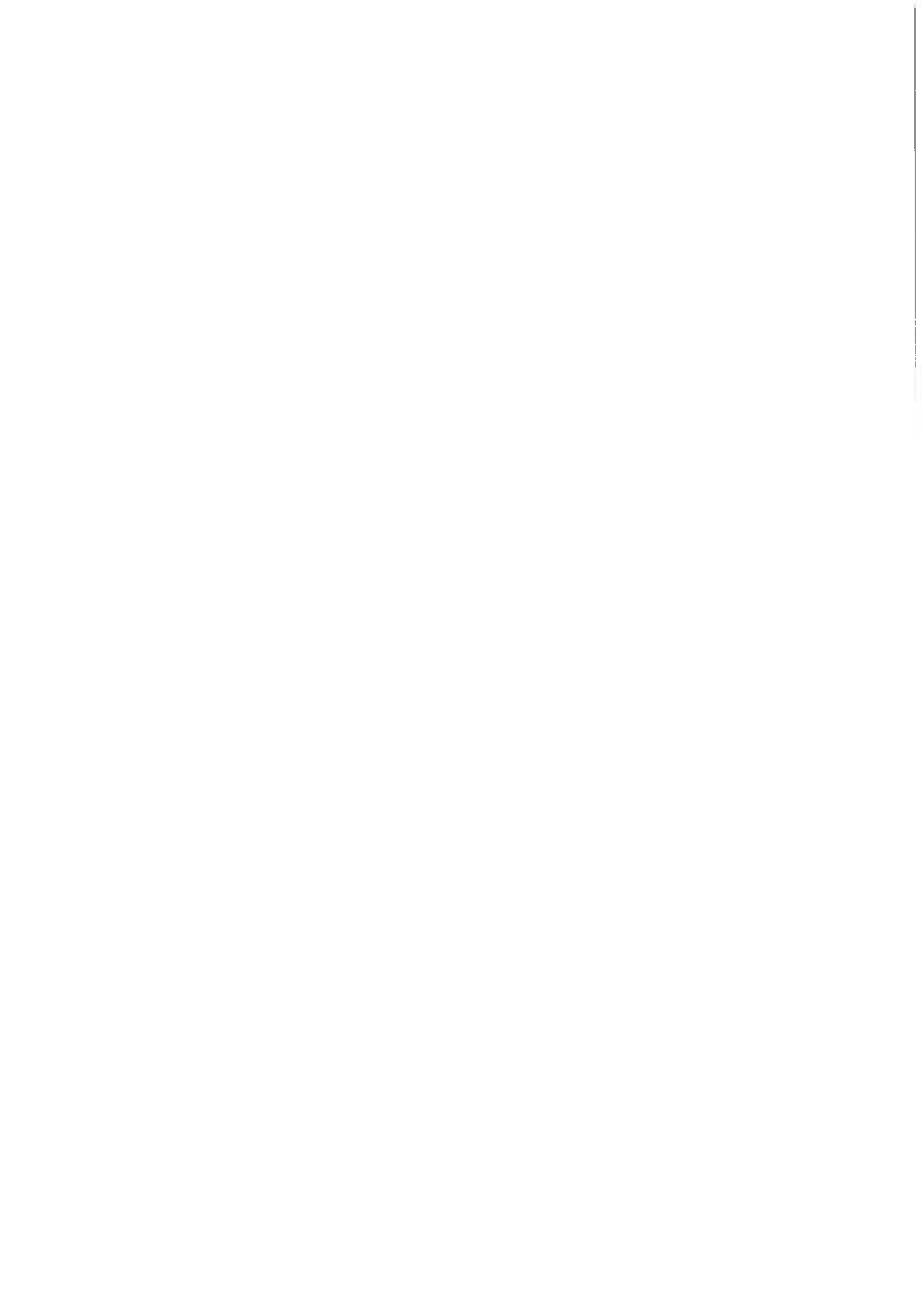
There are no financial implications arising from this report.











From: Rural Services Network

Sent: 16 October 2020 16:56

To: Office <office@thorpestandrew-tc.gov.uk>

Subject: Rural Market Towns Group - Thorpe St Andrew - Broadland District .

Dear Dr Foreman,

Your phone asks we contact by e mail at this horrible time.

We understand you have a virtual council meeting shortly . We have been trying to get Thorpe St Andrew T.C. involved for some-time as we have no Broadlands based representative.

Our search is throughout England to find a local council to work with in every District of England having a rural interest and covering the may differing dimensions of rural. We are still looking for a local Town council in Broadlands despite having 131 members to date. Thorpe St Andrew has been recommended to us in that respect.

The first attachment above gives the overall presentation, the second one, a precis giving the up to date position this month. We are offering a no commitment free service this year because of COVID situation.

Can you see whether we can work with Thorpe St Andrew as the Market Place representing Broadlands please? . Every Market 'Place' varies and it is important the Group membership reflects all form of rural centre as well as every geography.

We do hope Thorpe St Andrew Town Council will be happy to work with us.

Many many thanks,

We look forward to hearing from you.

Kindest regards,

David

David Inman

Director

[Rural Services Network](#)

The Rural Services Network seeks to provide a voice for rural communities by representing rural services, networking between rural service organisations and establishing and broadcasting best practice in rural service provision. It comprises SPARSE Rural, the Rural Assembly, the wider Rural Services Partnership and the RSN Community Group. The organisation works with Rural England, a stand-alone CIC research group.

The Rural Services Partnership Limited is a registered company (0696 0646) in England & Wales.



RURAL MARKET TOWN GROUP



Part of the Rural Services Network 

The Rural Services Network is a well - established Special Interest Group of the Local Government Association. We are the sole organisation in England arguing full time the general rural case and rural services are of course at the centre of that argument. To date we have done this at Principle Authority level.

In England rural areas can suffer because England is regarded as predominantly urban in overall character despite c80% of its land area being rural. As an organisation we seek to bring together what are diverse rural areas with the intention of sharing rural best practice and identifying trends and common considerations from across the rural areas of England. As RSN we work with over 120 Principal Local Authorities. We feel Rural Market Towns and Parishes are a key component in the rural equation and we feel there is great benefit in them being able to network and where they wish to work together on Market Towns issues as they arise. We have therefore formed a Rural/Market Town Group during the last year which coincidentally is also currently now of a size of just over 120 in membership as well.

Because of the awful COVID situation we appreciate that many local communities will be under financial pressure so for 2020-2021 so we are offering free membership enabling further local Town and the larger Parish Councils to join and work with us giving us the opportunity to show firstly how we work and secondly what we can do. The Council can then reach a decision for next year (21-22) which will involve a membership fee based on operational experience. There is no obligation for next year running with our offer- we will prove ourselves. Membership fees for a normal year will be relatively small (c£150 p.a. in your case) as we would like to form a group of in excess of 200 Local Councils. We receive and do not want to be dependent on any grant from other quarters because we wish to be an independent operation able to present views as we see them. We will have two full 'virtual' meeting a year of the RMTG and we hope your Council will appoint a Councillor Representative who will be our main point of contact. As RSN we issue a weekly Rural Bulletin (perhaps now the most widely read weekly publication across rural areas) and a Funding Digest monthly setting out current funding opportunities. As a member of RMTG you would receive these e publications. For the Market Towns Group themselves we will be issuing a special Quarterly Round Up which will be specific to the RMTG operation.

Rural Areas need to network and come together to present their case. This process happens more readily in built up urban areas. We wish to bring all English Rural Areas together in Networks to enable this to happen in respect of rural matters. We have done this successfully with Principal Councils and we now want to do similarly with Rural Local Councils who are providing services



RURAL MARKET TOWN GROUP



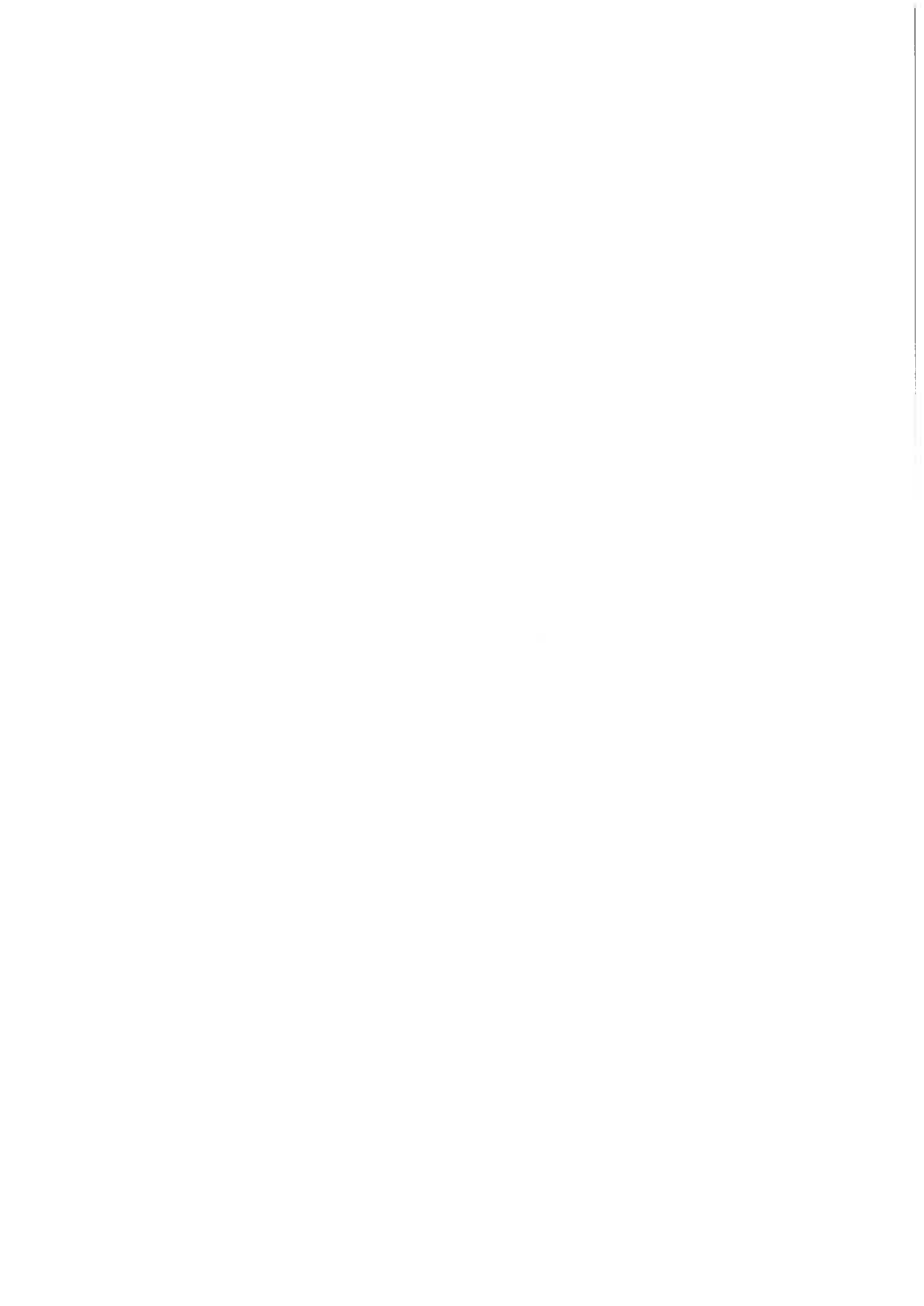
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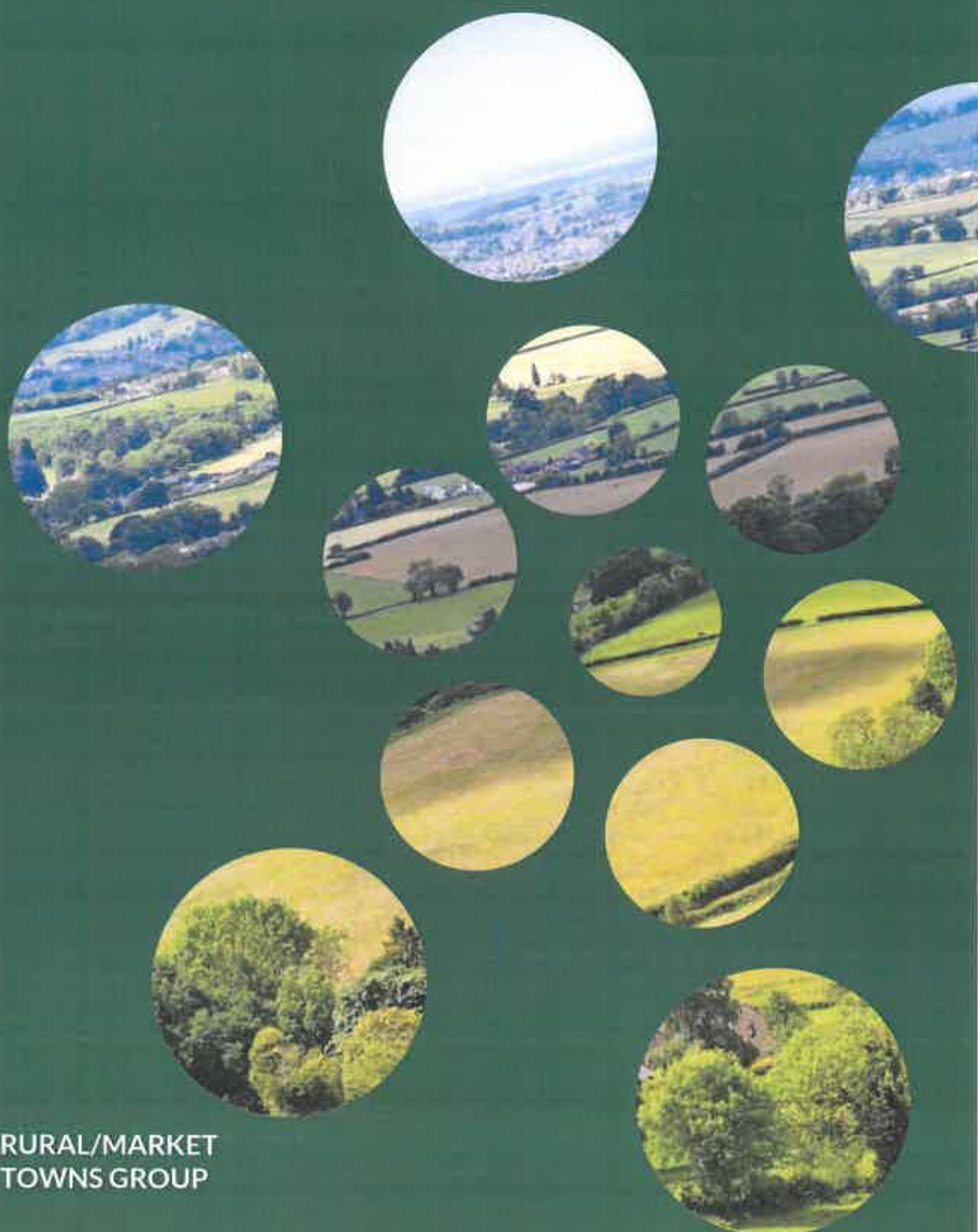
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Town/Parish Council	Local Authority Area	Local Authority Area 2	Region
1 Ackworth Parish Council		Wakefield Metropolitan District Council	Yorkshire & Humber
2 Alcester Town Council	Warwickshire County Council	Stratford-on-Avon District Council	West Midlands
3 Alnwick Town Council	Northumberland County Council		North East
4 Alvechurch Parish Council	Worcestershire County Council	Bromsgrove District Council	West Midlands
5 Ampthill Town Council	Central Bedfordshire Council		South East
6 Arundel Town Council	West Sussex County Council	Arun District Council	South East
7 Ashby de la Zouch Town Council	Leicestershire County Council	North West Leicestershire District Council	East Midlands
8 Atherstone Town Council	Warwickshire County Council	North Warwickshire Borough Council	West Midlands
9 Bakewell Town Council	Derbyshire County Council	Derbyshire Dales District Council	East Midlands
10 Balsall Parish Council		Solihull Metropolitan Borough Council	West Midlands
11 Belper Town Council	Derbyshire County Council	Amber Valley Borough Council	East Midlands
12 Biddenden Parish Council	Kent County Council	Ashford Borough Council	South East
13 Biddulph Town Council	Staffordshire County Council	Staffordshire Moorlands District Council	West Midlands
14 Billinge Chapel End Parish Council	St Helens Council		North West
15 Bingham Town Council	Nottinghamshire County Council	Rushcliffe Borough Council	East Midlands
16 Bourne Town Council	Lincolnshire County Council	South Kesteven District Council	East Midlands
17 Bovey Tracey Town Council	Devon County Council	Teignbridge District Council	South West
18 Brampton Parish Council	Cumbria County Council	Carlisle City Council	North West
19 Bridport Town Council	Dorset Council		South West
20 Buckingham Town Council	Buckinghamshire Council	Aylesbury Vale District Council	South East
21 Burnham on Sea and Highbridge Town Co	Somerset County Council	Sedgemoor District Council	South West
22 Burscough Parish Council	Lancashire County Council	West Lancashire Borough Council	North West
23 Calstor Town Council	Lincolnshire County Council	West Lindsey District Council	East Midlands
24 Carnforth Town Council	Lancashire County Council	Lancaster City Council	North West
25 Chalfont St Giles Parish Council	Buckinghamshire Council	Chiltern District Council	South East
26 Chard Town Council	Somerset County Council	South Somerset District Council	South West
27 Cheadle Town Council	Staffordshire County Council	Staffordshire Moorlands District Council	West Midlands
28 Church Stretton Town Council	Shropshire Council		West Midlands
29 Cirencester Town Council	Gloucestershire County Council	Cotswold District Council	South West
30 Clare Town Council	Suffolk County Council	West Suffolk District Council	South East
31 Cleator Moor Town Council	Cumbria County Council	Copeland Borough Council	North West
32 Clevedon Town Council	North Somerset Council		South West
33 Clitheroe Town Council	Lancashire County Council	Ribble Valley Borough Council	North West
34 Clowne Town Council	Derbyshire County Council	Bolsover District Council	East Midlands
35 Clun Town Council	Shropshire Council		West Midlands
36 Coggeshall Parish Council	Essex County Council	Braintree District Council	South East
37 Corsham Town Council	Wiltshire Council		South West
38 Cranbrook & Sissinghurst Parish Council	Kent County Council	Tunbridge Wells District Council	South East
39 Cranleigh Parish Council	Surrey County Council	Waverley Borough Council	South East
40 Crediton Town Council	Devon County Council	Mid Devon District Council	South West
41 Crowland Parish Council	Lincolnshire County Council	South Holland District Council	East Midlands
42 Dalton with Newton Town Council	Cumbria County Council	Borough of Barrow-in-Furness	North West
43 Daventry Town Council	Northamptonshire County Council	Daventry District Council	East Midlands
44 Downham Market Town Council	Norfolk County Council	King's Lynn & West Norfolk Borough Council	South East
45 Earby Town Council	Lancashire County Council	Pendle Borough Council	North West
46 Earl Shilton Town Council	Leicestershire County Council	Hinkley & Bosworth Borough Council	East Midlands
47 East Grinstead Town Council	Mid Sussex District Council	West Sussex County Council	South East
48 East Horsley Parish Council	Surrey County Council	Guildford Borough Council	South East
49 Epworth Town Council	North Lincolnshire Council		East Midlands
50 Faringdon Town Council	Oxfordshire County Council	Vale of White Horse District Council	South East
51 Faversham Town Council	Kent County Council	Swale Borough Council	South East
52 Finedon Town Council	Northamptonshire County Council	East Northamptonshire Council	East Midlands
53 Frodsham Town Council	Cheshire West and Chester Council		North West
54 Garstang Town Council	Lancashire County Council	Wyre Council	North West
55 Great Torrington Town Council	Devon County Council	Torridge District Council	South West
56 Guisborough Town Council		Redcar and Cleveland Borough Council	Yorkshire & Humber
57 Hadleigh Town Council	Suffolk County Council	Babergh District Council	South East
58 Halstead Town Council	Essex County Council	Braintree District Council	South East
59 Hartley Witney Parish Council	Hampshire County Council	Hart District Council	South East
60 Harworth and Bircotes Town Council	Nottinghamshire County Council	Bassetlaw District Council	East Midlands
61 Hedge End Town Council	Hampshire County Council	Eastleigh Borough Council	South East
62 Hetton Town Council		Sunderland City Council	North East
63 Hexham Town Council	Northumberland County Council		North East
64 Holsworthy Town Council	Devon County Council	Torridge District Council	South West
65 Kendal Town Council	Cumbria County Council	South Lakeland District Council	North West
66 Keswick Town Council	Cumbria County Council	Allerdale Borough Council	North West
67 Kirkby Stephen Town Council	Cumbria County Council	Eden District Council	North West
68 Knaresborough Town Council	North Yorkshire County Council	Harrogate Borough Council	Yorkshire & Humber
69 Knutsford Town Council	Cheshire East Council		North West
70 Launceston Town Council	Cornwall Council		South West
71 Lechlade on Thames Town Council	Gloucestershire County Council	Cotswold District Council	South West
72 Ledbury Town Council	Herefordshire Council		South East
73 Leominster Town Council	Herefordshire Council		South East
74 Longridge Town Council	Lancashire County Council	Ribble Valley Borough Council	North West

75	Lutterworth Town Council	Leicestershire County Council	Harborough District Council	East Midlands
76	Lymm Parish Council		Warrington Borough Council	North West
77	Mablethorpe and Sutton Town Council	Lincolnshire County Council	East Lindsey District Council	East Midlands
78	Market Harborough Town	Leicestershire County Council	Harborough District Council	East Midlands
79	Market Rasen Town Council	Lincolnshire County Council	West Lindsey District	East Midlands
80	Marlborough Town Council	Wiltshire Council		South West
81	Midsomer Norton Town Council	Bath and North East Somerset Council		South West
82	Minster Parish Council	Kent County Council	Thanet District Council	South East
83	New Alresford Town Council	Hampshire County Council	Winchester City Council	South East
84	Newport Town Council	Telford & Wrekin Council		West Midlands
85	Normandy Parish Council	Surrey County Council	Guildford Borough Council	South East
86	Oakham Town Council	Rutland County Council		East Midlands
87	Olney Town Council	Milton Keynes Council		South East
88	Otley Town Council		Leeds City Council	Yorkshire & Humber
89	Oxsted Parish Council	Surrey County Council	Tandridge District Council	South East
90	Penrith Town Council	Cumbria County Council	Eden District Council	North West
91	Penzance Town Council	Cornwall Council		South West
92	Petersfield Town Council	Hampshire County Council	East Hampshire District Council	South East
93	Ripon City Council	North Yorkshire County Council	Harrogate Borough Council	Yorkshire & Humber
94	Rothwell Town Council	Northamptonshire County Council	Kettering Borough Council	East Midlands
95	Rye Town Council	East Sussex County Council	Rother District Council	South East
96	Saffron Walden Town Council	Essex County Council	Uttlesford District Council	South East
97	Sandy Town Council	Central Bedfordshire Council		South East
98	Saxmundham Town Council	Suffolk County Council	East Suffolk District Council	South East
99	Seaton Town Council	Devon County Council	East Devon District Council	South West
100	Shaftesbury Town Council	Dorset Council		South West
101	Sherborne Town Council	Dorset Council		South West
102	Shildon Town Council	Durham County Council		North East
103	Skipton Town Council	North Yorkshire County Council	Craven District Council	Yorkshire & Humber
104	Sleaford Town Council	Lincolnshire County Council	North Kesteven District Council	East Midlands
105	Sodbury Town Council	South Gloucestershire Council		South West
106	Soham Town Council	Cambridgeshire County Council	East Cambridgeshire District Council	South East
107	South Molton Town Council	Devon County Council	North Devon Council	South West
108	St Austell Town Council	Cornwall Council		South West
109	St Ives Town Council	Cambridgeshire County Council	Huntingdonshire District Council	South East
110	Stowmarket Town Council	Suffolk County Council	Mid Suffolk District Council	South East
111	Stroud Town Council	Gloucestershire County Council	Stroud District Council	South West
112	Swanley Town Council	Kent County Council	Sevenoaks District Council	South East
113	Swineshead Parish Council	Lincolnshire County Council	Boston Borough Council	East Midlands
114	Tavistock Town Council	Devon County Council	West Devon Borough Council	South West
115	Tenbury Town Council	Worcestershire County Council	Malvern Hills District Council	West Midlands
116	Tenterden Town Council	Kent County Council	Ashford Borough Council	South East
117	Thetford Town Council	Norfolk County Council	Breckland Council	South East
118	Thornbury Town Council	South Gloucestershire Council		South West
119	Uckfield Town Council	East Sussex County Council	Wealden District Council	South East
120	Uppingham Town Council	Rutland County Council		East Midlands
121	Uttoxeter Town Council	Staffordshire County Council	East Staffordshire Borough Council	West Midlands
122	Verwood Town Council	Dorset Council		South West
123	Wallingford Town Council	Oxfordshire County Council	South Oxfordshire District Council	South East
124	Warsop Parish Council	Nottinghamshire County Council	Mansfield District Council	East Midlands
125	Wells City Council	Somerset County Council	Mendip District Council	South West
126	Wem Town Council	Shropshire Council		West Midlands
127	Wendover Parish Council	Buckinghamshire Council	Aylesbury Vale District Council	South East
128	West Chiltington Parish Council	West Sussex County Council	Horsham District Council	South East
129	Westerham Town Council	Kent County Council	Sevenoaks District Council	South East
130	Wetherby Town Council		Leeds City Council	Yorkshire & Humber
131	Wheathampstead Parish Council	Hertfordshire County Council	St Albans City and District Council	South East
132	Whitby Town Council	North Yorkshire County Council	Scarborough Borough Council	Yorkshire & Humber
133	Wilsbech Town Council	Cambridgeshire County Council	Fenland District Council	South East
134	Wotton-under-Edge Town Council	Gloucestershire County Council	Stroud District Council	South West

The Rural/Market Towns Group



RURAL/MARKET
TOWNS GROUP

A RURAL/MARKET TOWNS GROUP- A FORMAL INVITE

We are a Special Interest Group of The Local Government Association representing Rural Areas across England. Our mission is to be the national champion for rural services, ensuring that people in rural areas have a strong voice. We have 127 Principle Authority members from across England. We also have a grouping of some 170 non- local authority service providers (the RSP) and we issue a Rural Bulletin weekly to around 23,000 rural contacts across England. We also issue a monthly Funding Digest of rural grant opportunities and Government consultations. The following links show our inter connection with Parliament and how we bring our members together. We show how a Rural Market Town Grouping could fit well into our network. Our website is www.rsonline.org.uk

What we do:

We aim to ensure rural issues are given a high profile, unfortunately we now find ourselves as the only organisation in England currently undertaking this vital work. Our network is the countries' largest rural network. We ourselves deliberately don't work from a grant or government funding base but from member subscription. We provide value for money to our members. This has allowed growth and continuity of operation together with the ability to make the rural case honestly and from within ourselves without fear of upsetting any external funding stream on which we may be dependent.

What we have achieved to date:



The first general rural parliamentary groups in history



Better finance settlements for rural authorities



Continual Pressure on Government in relation to issues ranging from broadband to rural housing and vulnerability



The creation of Rural Crime, Rural Health and Rural Research organisations

The facts:

There are many rural areas in England spun across 200 different local authorities. Only by working together can we present a cohesive approach to an urban facing government. It is easy for urban areas to gather support but more difficult for dispersed rural areas. We have to get rural messages across and backed if they are to properly be heard and acted upon.

What we want from you:

The wider our membership the stronger the rural voice- it's a simple fact. We want to establish a Rural/Market Towns Group to allow towns a conduit into our services and policies and operation. We wish to see Rural Towns given the opportunity to establish the commonalities of their case and to be able to argue for it. We charge an annual subscription which is low and affordable but it's what it can give back that we wish to be judged upon.

What we can give you back:



Formation of a dedicated Rural/Market Towns Group, offering some peer-to-peer networking and discussion opportunities (either face-to-face or online) and input into the national rural agenda. (Representation on this Group can be by Council Clerk or Member)



Development of a representational role, for example responding to selected public policy consultations or meeting with interested Parliamentarians. There is no rural or market or small towns APPG



Development of good practice and learning material related to the key policy areas and delivery challenges and opportunities for rural/market towns



Provision of a dedicated quarterly newsletter highlighting relevant latest policy developments, showcasing interesting member practice and flagging relevant initiatives or funding opportunities (perhaps drawn from the Rural Funding Digest)



Where made possible by published material - provision of some benchmark statistics about rural/market towns



Management of occasional online surveys of the member rural/market towns, to gather comparative information about topics of particular interest to this grouping and to the RSN as a whole



Free RSN community membership for your local organisations



Entry onto a bulletin calendar of the major local rural/market town events



The ability to establish and present the collective voice of rural/market towns



The ability to say what your council think about English rural issues which affect their area as and when they arise



An expectation that those views will be taken forward



Full entitlement to attend, free of charge, any of the seven regional seminars and meetings based around specialist topics held around the country annually



Involvement in the English Rural Sounding Board system



Discounted rates at the National Rural Conference every September

If you don't receive these currently you will also get:



The weekly Rural Bulletin



The monthly RSN Funding Digest

Summary:

Our target is to form a Rural Market Towns Group of approximately 125 towns in 2020 and harness the argument of these rural areas. Both the town councils, people in the towns, and their surrounding hinterlands will be better placed to put their arguments across and contribute to the rural voice. We hope you can help us grow from the start!

As we exit the EU we are currently calling on government to produce a 'Rural Strategy' giving both direction and promise to rural areas. Our wish is that Rural and Market Towns should be given clear opportunities in such a Strategy. To date government has received this call somewhat negatively. It is only by working together and by establishing and pursuing common goals that your town can input into the national picture. Please back us to back your town and your area.

LET'S BRING & ARGUE THE RURAL CASE TOGETHER

If you would like further information about the Rural/Market Towns Group please contact us:

Rural Services Network
Kilworthy Park,
Tavistock, Devon
PL19 0BZ
01822 851370
www.rsnonline.org.uk
david.inman@sparse.gov.uk
twitter: @rsnonline



RURAL/MARKET
TOWNS GROUP