

---

**Cork City Council**

**MAJOR EMERGENCY PLAN**

**2017**



**Comhairle Cathrach Chorcaí**  
**Cork City Council**

<b>Title:</b>	<b>Cork City Council Major Emergency Plan</b>
<b>Issue:</b>	<b>1.6</b>
<b>Date:</b>	<b>2017</b>
<b>Status:</b>	<b>Approved</b>
<b>Prepared By:</b>	<b>ACFO David Spillett</b>
<b>Approved By:</b>	<b>Major Emergency Management Committee</b>

## Record of Issues and Amendments

---

Amendment No.	Version No.	Date	Section Amended	Amended By
1.	1.1	May 2010	All	D.Spillett
2.	1.2	2014	All	D.Spillett
3.	1.3	2015	All	D.Spillett
4.	1.4	2015	All	D.Spillett
5.	1.5	2016	All	D.Spillett
6.	1.6	2017	All	D.Spillett
7.				
8.				
9.				
10.				
11.				
12.				
13.				
14.				
15.				
16.				
17.				
18.				
19.				

## Contents

---

Section 1:	Introduction to the Plan	Page 5
Section 2:	The Council and its functional area.	9
Section 3:	Risk Assessment for the area.	11
Section 4:	Resources for Emergency Response	12
Section 5:	Preparedness for Major Emergency Response	17
Section 6:	The Command, Control and Co-ordination System.	20
Section 7:	The Common Elements of Response	31
	7.1 Declaring a Major Emergency	
	7.2 Initial Mobilisation	
	7.3 Command, Control and Communication Centres	
	7.4 Co-ordination Centres	
	7.5 Communications Facilities	
	7.6 Exercising the Lead Agency Co-ordination Role	
	7.7 Public Information	
	7.8 The Media	
	7.9 Site Management Arrangements	
	7.10 Mobilising Additional Resources	
	7.11 Casualty and Survivor Arrangements	
	7.12 Emergencies Involving Hazardous Materials	
	7.13 Protecting Threatened Populations	
	7.14 Early and Public Warning Systems	
	7.15 Emergencies Arising on Inland Waterways	
	7.16 Safety, Health and Welfare Considerations	
	7.17 Logistical Issues / Protracted Incidents	
	7.18 Investigations	
	7.19 Community / VIP's / Observers	
	7.20 Standing down the Major Emergency	

## Contents (Cont.)

---

Section 8:	Agency Specific Elements and Sub-Plans	Page 64
Section 9:	Plan for Regional Level Coordination	69
Section 10:	Links with National Emergency Plans	71
Section 11:	Severe Weather Plans	72
Section 12:	Site and Event-Specific Arrangements and Plans	73
Section 13:	The Recovery Phase	74
Section 14:	Review of the Major Emergency Plan	75
Section 15:	Appendices	76
	1: Major Emergency Mobilisation Procedure	
	2: Local Co-ordination Group Mobilisation Procedure	
	3: Cork City Council Severe Weather Plan, Cork City Inter-Agency Flood Emergency Response Plan, and Sub- Directorate Plans.	
	4: Defence Forces Procedure	
	5: Flogas External Emergency Plan	
	6: Calor Gas External Emergency Plan	
	7: Kent Rail Tunnel Interagency Emergency Plan	
	8: Grasslands Fertilizers External Emergency Plan	
	9: Port of Cork Emergency Management Plan	
	10: Cork Airport Interagency Emergency Plan	
	11: Jack Lynch Tunnel Interagency Emergency Plan	
	12: Useful Contact Details	
	13: Voluntary Emergency Services Report	
	14: Schematic Diagram illustrating Command, Control & Co-ordination levels and Information Flows	
	15: Typical Site Arrangements and Evacuation Guide	
	16: Managing Hazardous Material Incidents	
	17: Fatal Casualties and Multiple Fatalities Guidance	
	18: Glossary of Terms & Abbreviations	

## Section 1

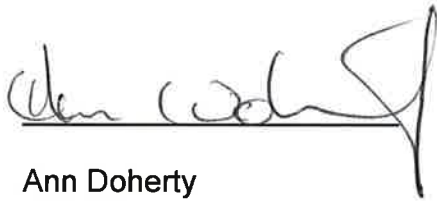
---

### Introduction to Plan

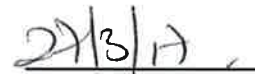
---

- 1.1 Major Emergency Management is a key challenge and a priority issue for Cork City. The world in which we live is constantly changing and we need to develop our major emergency management architecture to enable us to deal effectively with the possibility of new risks and threats.

Cork City Council is committed to providing an appropriate and timely response to whatever emergency it may be necessary to cope with. We value highly the assistance and expertise of the emergency services including our own officers, the Health Service Executive and An Garda Síochána in framing and implementing this plan and support fully the commitments and recommendations under it.



Ann Doherty  
Chief Executive



Date

- 1.2 In 2006 the government approved a two-year Major Emergency Development Programme 2006-2008 (MEDP) to allow for the structured migration from current arrangements to an enhanced level of preparedness via the new emergency management process. The purpose of this plan is to put in place arrangements that will enable the three principal emergency response agencies, An Garda Síochána, the Health Service Executive and the Local Authorities to co-ordinate their efforts whenever a major emergency occurs. The Principal Response Agencies (PRA's) are charged with managing the response to emergency situations which arise either locally or regionally.
- 1.3 The objective of this Plan is to protect life and property, to minimize disruption to the area, and to provide immediate support for those affected. To achieve this aim the Plan sets out the basis for a coordinated response to a major emergency and the different roles and functions to be performed by the various agencies. The fact that procedures have been specified in the Plan should not restrict the use of initiative or common-sense by individual officers in the light of prevailing circumstances in a particular emergency. The objectives of Cork City Council's response in an emergency are;
- 1.3.1 Protection and care of the public at times of vulnerability.
  - 1.3.2 Clear leadership in times of crisis.
  - 1.3.3 Early and appropriate response.
  - 1.3.4 Efficient, coordinated operations.
  - 1.3.5 Realistic and rational approach, capable of being delivered.
  - 1.3.6 Transparent systems, with accountability.
  - 1.3.7 Harnessing community spirit.
  - 1.3.8 The ethos of self protection.
  - 1.3.9 Maintenance of essential services.
  - 1.3.10 Safe working.
- 1.4 The Plan provides for a coordinated response to major emergencies arising, for example, from fires, explosions, gas releases, transportation, accidents, spillages of dangerous substances, and severe weather emergencies. The types of emergency normally resulting from oil supply crises, E.S.B. blackouts, industrial disputes etc. are of a different nature and are not catered for in this Plan. It is recognised, however, that such emergencies could result in a situation, such as a major gas explosion, requiring activation of the Major Emergency Plan. This document recognises that every major emergency is different and has its own unique features, therefore the advice in this guidance should only be regarded as guidance. It is designed to offer a framework within which those who are responsible for the successful resolution of the incident are able to work together with maximum efficiency.

- 1.5 The Major Emergency Plan is the combined and co-ordinated plans of Cork City Council, Health Service Executive and An Garda Síochána in the event of a Major Emergency occurring within Cork City Council Functional area. This plan will outline generally the procedure to be followed and the functions to be undertaken by Cork City Council and to co-ordinate the procedures to be followed and functions to be undertaken by Cork City Council with those of the Health Service Executive, An Garda Síochána and any other agencies responding to the emergency.
- 1.6 In situations where different organisations are working together, they need a common vocabulary to enable them to communicate effectively. This is particularly the case where the principal emergency services and a range of other bodies need to work together under the pressures that a major emergency will bring. Differences in terminologies and nomenclatures used by responders from various agencies or diverse technical disciplines can seriously impede the achievement of co-ordinated and safe emergency management. The plan, therefore, provides for the use of common terminology and a full set of relevant terms is provided in Appendix 11.
- 1.7 This Plan has been approved by the Major Emergency Management Committee (MEMC) and accepted by the Regional Working Group. It came into operation from 12.00hrs on 30<sup>th</sup> September, 2008. The plan is reviewed and amended by the Cork City Council MEMC on an annual basis or as required.

## 1.8 The distribution of the Plan

The latest version Major Emergency Plan is available through the Alfresco platform. The plan can be downloaded, printed for distribution by Directors of Services / Heads of Function within their own directorates / departments. The basic plan (minus appendices and inserts) will be published on the Cork City Council Website for access by members of the public. This version will exclude personal contact details of staff members.



## Section 2

---

### Cork City Council and its Functional Area

---

2.1 Cork City Council is a public service organisation that operates within a local democratic mandate. Cork City Council is responsible for providing a diverse range of services to the citizens of our City which impact directly or indirectly on daily lives.

2.2 Cork City is situated on the banks of the River Lee, it is home to 120,000 people. It is located on the South West coast of Ireland and is the 2nd largest city in the Republic of Ireland. The area of the city is 3,731 hectares. Cork City boasts the deepest natural harbour in Ireland with direct ferry crossings to UK and mainland Europe. Cork International Airport has direct flights to the UK and parts of Europe and connecting flights to other European and American destinations.

Cork is a University City with a total student population in excess of 25,000. The city has two main third level education institutes – University College Cork and Cork Institute of Technology. The city's well balanced economy has attracted many major companies to the area. Manufacturing, especially electronics, telecommunications, ICT and Health, Pharmaceutical (8 of the top 10 companies in the world) are located in the greater Cork area. The services sector is also well developed.

2.3 The **role of the Local Authority** in response to a major emergency consists of the following:

- Declaration of a major emergency and notification of the other two principal response agencies;
- Mobilisation of predetermined resources and activating predetermined procedures in accordance with Cork City Council Major Emergency Mobilisation Procedure
- Acting as a lead agency where this is determined in accordance with Section 6.3, and undertaking the specified co-ordination function
- Protection and rescue of persons and property
- Controlling and/or extinguishing fires
- Dealing with hazardous material incidents including:
- Identification, containment, neutralisation and clearance of chemical spills and emissions.
- Decontamination (other than clinical decontamination) on-site of persons affected (under medical supervision where necessary).
  - Advising on protection of persons threatened by sheltering or evacuation;
  - Arranging/overseeing clean-up of affected areas.

- Limiting damage to infrastructure and property;
- Provision of access/transport to/from the site of the emergency.
- Provision of additional lighting required, beyond what the principal emergency services normally carry.
- Assisting An Garda Síochána to recover bodies, when requested.
- Support for An Garda Síochána forensic work.
- Support for the Coroner's role, including provision of temporary mortuary facilities.
- Accommodation and welfare of evacuees and persons displaced by the emergency (Welfare in this case is intended to mean food, bedding, sanitary and washing facilities).
- Provision of food, rest and sanitary facilities as appropriate for personnel involved in the response to the emergency.
- Engaging any specialist contractors required to assist with emergency operations.
- Exercising control of any voluntary or other service which it mobilises to the site.
- Liaison with utilities regarding restoration/maintenance/or enhancing services provided to the site or to persons affected.
- Site clearance, demolition, clear-up operations, removal and disposal of debris (This should be done after consultation with An Garda Síochána to avoid the possible destruction of evidence).
- Monitoring and/or reporting on the impact in its functional area of any emergency/crisis which falls within the ambit of a "National Emergency", and coordinating/undertaking any countermeasures in its functional area which are required/recommended by an appropriate national body (The Local Authority should co-ordinate local aspects of National Emergency Plan for Nuclear Accidents).
- Any other function, related to its normal functions, which is necessary for the management of the emergency/crisis.
- Any function which the On-Site Co-ordinating Group requests it to perform.
- Maintaining essential Local Authority services (e.g. roads availability, fire and emergency operations cover, public water supply, waste water treatment, waste disposal) during the major emergency.

Cork City Council is required to respond to these functions with respect to a major emergency through utilisation of its range of services as appropriate and necessary.

### Section 3

---

## Risk Assessment for the Area

---

- 3.1 There have been incidents in Cork City necessitating activation of the Major Emergency plan, most recently (June 2007) at a multi vehicle road traffic collision involving a bus and several cars within the City. Other notable incidents within the Cork region were the Buttevant Train Crash - 1980, Bantry Bay Oil Tanker - 1979, Air India disaster off the Cork coast - 1985, and Hicksons Chemical plant fire -1993, Corden Pharmaceuticals 2008, Severe Weather events 2010/2011, Cork Airport Crash 2012.
- 3.2 A number of risk assessments were carried out in the region identifying 20 risks within the functional area which had various implications for Cork City Council and which required planning and preparedness.
- 3.3 The Cork City Council Risk Assessment process recorded some examples of site/department specific emergency plan for facilities in the city. These include;
- Cork Airport Interagency Emergency Plan
  - Port of Cork Emergency Management Plan
  - Jack Lynch Tunnel Interagency Emergency Plan
  - Kent Rail Tunnel Interagency Emergency Plan (in progress)
  - On site and External Emergency Plans for Seveso sites
  - Event Plans for major events within City
  - National Plans – Avian Flu
  - Emergency Plans in place within various directorates/departments of Cork City Council

This Major Emergency Plan will endeavor to inform the bodies who have responsibility for the development of site / event specific emergency plans that such plans should have complementary operating procedures in place.

**Cork City Council will review site- and event-specific emergency plans for consistency with its Major emergency Plan, in conjunction with site and/or event emergency plan owners and appropriate regulatory bodies.**

## Section 4

---

### Resources for Emergency Response

---

- 4.1 Cork City Council is divided up into 8 different directorates that are responsible for the functioning of sections within the council. These sections are;

- Housing and Community Services
- Roads and Transportation
- Strategic Planning and Economic Development
- Environment & Recreation
- ICT & Business Services information Systems
- Corporate & External Affairs
- Finance
- Human Resource Management & Organisational Reform
- City Architect
- Law Agent

All or any part of the above directorates may be called upon in the event of a major emergency event occurring in Cork City Council. The resources available within Cork City Council Directorates are set out in the various Directorate sub plans. See Appendix 3 for details.

As an immediate response, the City Council has the Fire Brigade at its disposal.

- 4.1.1 The resources of the Fire Service at any one time is one Watch (comprising 35 persons, with a critical manning level of 26) rostered on duty and specialised equipment across 2 stations as follows;

**1) Headquarter Station, Anglesea Street - (Charlie Oscar 11)**

Two Water Tenders – Alpha 1, Alpha 2,  
Rescue Appliances – Bravo1  
High Reach Appliance - Echo 1  
One Control Unit – Charlie 1

Personnel : Third Officer  
1 no. Station Officer  
2 no. Sub officers  
2 no. Leading Fire-fighters (minimum 1 on duty)  
22 no. Fire-fighters (minimum 14 on duty).

## **2) Fire Brigade Sub Station, Ballyvolane – (Charlie Oscar 12)**

One Water Tender – Alpha 1

Personnel:     1 no. Station Officer  
                     1 no. Leading Fire-fighter  
                     5 no. Fire-fighters

Additional Vehicles / Major equipment available if required at HQ / Sub station are as follows:

Interagency Vehicle for On Site Coordination C2  
Three No. additional Water Tenders A4,A5, A6  
High Reach Appliance A3, E2  
Haz mat Unit – G1  
Incident Support Unit G2  
Equipment Carrier N1  
Rescue Appliance B2  
Water Tanker K1  
Three No. 4x4 Jeeps J1,J2,J3  
Personnel Carrier R1  
Cardiac Response electric Combi Van L2

While the above equipment is available, it is important to note that it would be unusable without the availability of fire brigade personnel to operate it.

At any one time there are three watches of approximately 105 personnel rostered off duty. There is an informal call back arrangement in place for these off duty personnel.

In addition to the above, the following members of staff are available within the department. They are responsible for the management, operations, prevention and administration of Cork City Fire Brigade.

Chief Fire Officer  
2 no. Assistant Chief Fire Officer's  
2 no. Senior Executive Fire Prevention Officer's  
1 no. Second Fire Officer  
4 no. Executive Fire Officers  
4 no. Administration Staff

There is a Rostered Senior Officer available 24hrs a day, 365 days a year from the one of the following ranks - Chief Fire Officer, Assistant Chief Fire Officer, and/or Second Officer.

- 4.1.2 The Civil Defence is also under the Local Authority remit and is available on a call in basis of their volunteers.

The main disciplines within Civil Defence could broadly be described as First-Aid/Casualty Care, Search and Rescue, Fire Fighting, Boating Techniques, Radiation Monitoring, Radio Communications, and Welfare.

The headquarters of Cork City Civil Defence is located in the same building as the Fire Brigade Training Centre (this is also the secondary designated local co-ordination centre) at Ballyvolane adjacent to the Fire Brigade Substation. This building is a modern purpose built facility containing offices, canteen facilities, wash/shower facilities, equipment storage, vehicle storage, welfare facilities, large outside yard area. The Assistant Civil Defence Officer is a fulltime officer of Cork City Council. All other Civil Defence personnel are available on a voluntary basis.

Cork City Civil defence has the following resources available to it:

- 3 No. Boat (ribs)
- 2 No. Ambulances
- 4 No. 4 wheel drive vehicles
- 1 No. Fire appliances
- 1 No. Control Unit
- 1 Rescue / Utility Van
- **Personnel:**
  - **Boat Unit** - The water unit currently consists of 15 personnel, 9 of whom are qualified Coxswains and 6 crew members.
  - All personnel are certified to minimum Occupational First Aid personnel, some to EFR and EMT.

**First Aid Personnel –**

EMT x 8, EFR x 15, OFA x 15, CFR x all personnel.

**Rescue/AFS Units –**

Approximately 40 personnel in these 2 units, while their primary service is in **either** Rescue or Fire Fighting, they also have a basic knowledge of the other areas, all have CFR card and Communications to Level 2 minimum.

**Auxiliary Equipment –**

Cork City Civil Defence also has a supply of 30 sets of emergency bedding and the Civil Defence Training Centre is listed as a potential (Temporary) Rest Centre.

#### **4.2 Call In of Off-Duty Staff**

All Local Authority staff requested to carry out functions in relation to a Major Emergency will be acting on a voluntary basis with the exception of specific Local Authority staff such as the Rostered Senior Fire Officer and Fire Fighters and any other on-call staff.

- 4.3 Depending on the circumstances of the Major Emergency it may be necessary to mobilise additional resources to assist the Principal Response Agencies. These organisations/agencies may include but are not limited to:

- Government Departments
- The Defence Forces
- The Civil Defence
- The Irish Red Cross
- Voluntary Emergency Services sector
- The Community affected
- Utilities (ESB, Eircom etc.)
- Semi-State Bodies
- Private Sector

Contact details for the various organisations/agencies are detailed in Appendix 12 to this Plan.

- 4.4 Each Controller of Operations should ensure that, where the resources of his/her individual principal response agency do not appear to be sufficient to bring a situation under control, or the duration of an incident is extended, support is obtained via mutual aid arrangements with neighbouring principal response agencies. As they are national organisations, the Crisis Management Teams of the Health Service Executive and An Garda Síochána should arrange to provide the additional support required. Local Authorities will support each other on a mutual aid basis.

Where the mutual aid is required from a neighbouring Local Authority then the Local Authority representative on the Local Co-ordination Group in conjunction with the Local Authority Crisis Management Team will make the necessary arrangements for the provision of aid from neighbouring Local Authorities.

- 4.5 Depending on the scale of the Major Emergency it may be necessary to escalate the level of response from a Local one to that of a Regional Level Response. This is a decision for the Chair of the Local Co-ordination Group.

- 4.6 The scale, complexity or likely duration of some emergencies may be such that significant assistance is required from neighbouring or other regions of the country, or from outside the state.

**The decision to seek assistance from outside the region should be made by the lead agency, in association with the other principal response agencies, at the Local/Regional Coordination Centre.**

The Local/Regional Co-ordination Group should identify and dimension the level/type of assistance likely to be required and its duration. It should also seek to identify the possible options for sourcing such assistance, be that from neighbouring regions, elsewhere in the state, from Northern Ireland, the rest of the United Kingdom or from other EU Major Emergency Member states.

**Regional Co-ordination Groups needing assistance from neighbouring regions, including border regions needing assistance from Northern Ireland, should make the request directly (on a mutual aid basis).**

A Regional Co-ordination Group may also request assistance from Government. National resources will be available in the event of a major emergency at local or regional level.

**Requests for assistance should be developed at local or regional co-ordination level and directed by the lead agency to the lead Government Department.**

The European Community has established a Community Mechanism to facilitate the provision of assistance between the Major Emergency Management member states in the event of major emergencies.

**Requests for such assistance should be made by the chair of the Local or Regional Coordination Group to the National Liaison Officer at the Department of the Environment, Heritage and Local Government.**



## Section 5

---

### Preparedness for Major Emergency Response

---

5.1 Cork City Council Authority shall initiate and document a major emergency development programme to ensure that it has all necessary arrangements; systems, people and resources in place to discharge the functions assigned to it by the Framework and set out in its Major Emergency Plan. In developing its corporate business plan the Local Authority must take into account the requirement to fully support the Major Emergency Plan which will include a pre-emergency preparation programme. This will involve acquisition of resources and all training of personnel into the Major Emergency Planning process. The Cork City Council business plan must also take into account the continuance of normal day-to-day functions and activities during the major emergency. A Business Continuity Plan should exist within each directorate to ensure that all necessary public services are maintained in times of emergency.

5.2 The City Manager for Cork City Council is responsible for the principal response agency's major emergency management arrangements and preparedness, as well as for the effectiveness of the agency's response to any major emergency which occurs in its functional area.

The responsibility for overseeing the Major Emergency Plan within Cork City Council will be assigned to the Chair of the Major Emergency Management Committee, whom the Chief Fire Officer will support along with other staff members within the fire services.

5.3 The Key roles have been identified in the Major Emergency Plan, these include;

- Controller of Operations
- On-Site Co-ordinator
- Chair of Crisis Management Team
- Chair of Local Co-ordination Group
- Chair of Regional Co-ordination Group
- Information/Action Management Officers
- Media Liaison Officers

- 5.4 Cork City Council has nominated individuals and alternates to the key roles to enable the agency to function in accordance with the common arrangements set out in its Major Emergency Plan. These individuals are set out in the Appendix 1 along with their key roles.
- 5.5 Support teams will be formed by these key individuals to support and assist individuals in delivering their key roles and will prepare Operational Protocols setting out the arrangements which will enable the agency's support teams to be mobilized and function in accordance with the arrangements set out in the Major Emergency Plan.
- 5.6 The staff nominated for the Key Roles identified undergo training. This training will be specifically to develop their skills and abilities with regard to their individual roles for Major Emergency Management.
- 5.7 The ability to work effectively and efficiently within the response system laid down in the MEP will be a critical factor in the success in managing a Major Emergency. In light of this a training and exercise programme will be put in place to ensure all personnel and resources are trained and tested in their ability to operate effectively in a major emergency environment.  
The Local Authority will conduct or participate in exercises (at least one) each year in order to train and test personnel in the area of Major Emergency Management. It is hoped that these exercises will take place in October each year and will be planned for in the programme of work within the Local Authority.
- (Following on from the development of this plan there will be a requirement to train up all personnel in laid down procedures. A programme of training will be drawn up to reflect the requirement in training for all personnel involved in the response to a Major Emergency.)
- 5.8 In the Southern Region, A Major Emergency Exercise will be performed amongst the Principal Response Agencies on a 3 yearly cycle. The major advantage of this approach is that people who need to work together to manage major emergencies have an opportunity to work with and get to know their counterparts in other agencies before encountering them at a major emergency. This training will be organised and controlled by the Regional Steering Group/Regional working Group in association with Local Authorities.
- 5.9 The annual budget will allocate resources for Major Emergency Management. Following the development of the plan shortfalls in budget allocation will be apparent and these budget shortfalls will need to be met in order to ensure effective response capability during a Major Emergency.

- 5.10 The authorisation for the procurement and use of resources is established under the decision making mandates of the Local Authority for the Controller of Operations, On-Site Co-ordinator, Chair of Local Co-ordination Group, Local Co-ordination Group. The Local Government Act 2001, states in Part 12 Section 104 states:

(6) Nothing in this section shall prevent a manager from incurring additional expenditure where he/she is of the opinion that such expenditure is necessary to avert or minimize a threat to public health , public safety , property or the environment .....

- 5.11 The Major Emergency Plan will be reviewed and amended on an annual basis or as required.

Cork City Council will carry out and document an annual appraisal of its preparedness for major emergency response when the Framework is in use. An annual appraisal of the Southern Regional level of preparedness shall also be documented by the agency holding the chair of the Regional Steering Group.

## Section 6

---

### The Generic Command, Control and Co-ordination Systems

---

- 6.1 Cork City Council exercises command over its own resources in accordance with its normal command structure, command systems and arrangements. The Senior ranked fire officer in command of the initial emergency response e.g. Third Officer, should be the Local Authorities **Controller of Operations** until relieved by arrival of the Rostered Senior Officer or the arrival of another designated Controller of Operations through the agency's pre-determined process. (Note: It is important that the Fire Brigade continue to operate its own Incident Command system.

All relevant Departments of Cork City Council will respond and assist as directed by the Controller of Operations. The Controller of Operations may change throughout the involvement of the Major emergency. Furthermore if the Local authority is identified as the lead agency in the Major Emergency Event, then its Controller of Operations will automatically be designated as the on-site co-Ordinator of all three principal response agencies and thus will be required to lead the response to the event.

**Controller of Operations:** Is empowered to make all decisions relating to his/her agency's functions, but must take account of decisions of the On-Site Co-ordination group in so doing.

- 6.2 The **Mandate of the Local Authority Controller of Operations** shall, subject to any direction of the City Manager, be:
- i. To make such decisions as are appropriate to the role of controlling, directing and co-ordinating the activities of all local authority services at the site of the emergency  
*(Controlling in this context may mean setting priority objectives for individual services; command of each service should remain with the officers of that service);*
  - ii. To meet with the other two Controllers of Operations (HSE & AGS) and determine the lead Agency;
  - iii. To undertake the role of On-Site Co-ordinator, where the Local Authority is identified as the Lead Agency;
  - iv. To participate fully in the site co-ordination activity, including the establishment of a site management plan;
  - v. Where another agency is the Lead Agency, to ensure that the Local Authority operations are co-ordinated with

the other principal response agencies, including ensuring secure site communications with all agencies responding to the major emergency at the site;

- vi. To decide and request the attendance of such services as s/he determines are needed;
- vii. To exercise control over such services s/he has requested to attend;
- viii. To arrange in conjunction with the controllers of other agencies, if available, the establishment of holding areas to which the various services will report on arrival at the site of the major emergency and from which they will be deployed (i.e. the local authority services will report to the local authority holding area);
- ix. To set up a control area, incorporating a communications centre at the site;
- x. To ensure secure communications with:
  - 1. Local authority services at the site and
  - 2. Other agencies responding to the emergency at the site.
- xi. To arrange for the provision of food and rest facilities for all agencies responding to the emergency.
- xii. To requisition any equipment s/he deems necessary to deal with the incident;
- xiii. To seek such advice as s/he requires;
- xiv. To maintain a log of the Local Authority activities at the incident site and decisions made;
- xv. To contribute to and ensure that information management systems operate effectively; and,
- xvi. To liaise with the Local Authority's Crisis Management Team on the handling of the major emergency;

The **Mandate of the On-Site Co-ordinator** where the Local Authority is the designated Lead Agency shall be:

- i. To assume the role of On-site coordinator when the three Controllers of Operations determine the Lead Agency. S/he shall note the time that the determination was made in the presence of the other two Controllers of Operations.
- ii. To inform all parties involved in the response that s/he has assumed the role of On-Site Co-ordinator;
- iii. To determine which facility should be used as the On-Site Co-ordination Centre.

(Depending on the circumstance, this may be a vehicle designated for the task, a specific purpose built vehicle, a tent or other temporary structure or an appropriate space/building adjacent to the site, which can be used for co-ordination purposes.

- iv. To ensure the involvement of the three principal response agencies and the principal emergency services (and others, as appropriate) in the On-Site Co-ordination Group
- v. To ensure that mandated co-ordination decisions are made promptly and communicated to all involved;
- vi. To ensure that a Scene Management Plan is made, disseminated to all services and applied.
- vii. To develop an auditable list of Actions (an Action Plan) and appoint an Action Management Officer where necessary.
- viii. To determine if and what public information messages are to be developed and issued.
- ix. To ensure that media briefings are co-ordinated.
- x. To ensure that pre-arranged communications (technical) links are put in place and operating.
- xi. To ensure that the information management system is operated, including the capture of data for record-purposes at regular intervals.
- xii. To ensure that the ownership of the lead agency role is reviewed, and modified as appropriate.

- xiii. To ensure that inter-service communication systems have been established, and that communications from site to the Local Co-ordination Centre have been established and are functioning.
- xiv. To exercise an over-viewing role of all arrangements to mobilise additional resources to the site of the major emergency, and to track the status of mobilisation requests, and deployment of additional resources.
- xv. To ensure that, where the resources of an individual principal response agency do not appear to be sufficient to bring a situation under control, or the duration of an incident is extended, support is obtained via mutual aid arrangements with neighbouring principal response agencies.
- xvi. To determine, at an early stage if ongoing assistance is required from casual volunteers, so that An Garda Síochána's cordoning arrangements can take account of this.
- xvii. To co-ordinate external assistance into the overall response action plan.
- xviii. To ensure that, where appropriate, pastoral services are mobilised to the site and facilitated by the principal response agencies in their work with casualties.
- xix. To work with the Health Service Executive Controller to establish the likely nature, dimensions, priorities and optimum location for delivering any psycho-social support that will be required, and how this is to be delivered and integrated with the overall response effort.
- xx. To decide to stand down the major emergency status of the incident at the site, in consultation with the Controllers of Operations, and the Local Co-ordination Group.
- xxi. To ensure that all aspects of the management of the incident are dealt with before the response is stood down.
- xxii. To ensure that a report on the co-ordination function is prepared in respect of the major emergency after it is closed down, and circulated (first as a draft) to the other services that attended.

**The Mandate of the Designated Chair of the Local Co-ordination Group shall be:**

- i. To contact the nominated members of the Local Co-ordination Group and confirm which Local Co-ordination Centre will be used for the major emergency, the time at which the Group will convene and any other arrangements necessary to facilitate the Local Co-ordination Group in performing its functions.
- ii. To activate the Local Co-ordination Centre and the appropriate support arrangements required to facilitate the Local Co-ordination Group.
- iii. To chair the Local Co-ordination Group and exercise the mandates associated with this position. The Local Co-ordination Group will comprise representatives of the other two principal response agencies, an Information Management Officer, a Media Liaison Officer, an Action Management Officer, where considered appropriate, Regional Major Emergency representatives of other agencies and specialists as appropriate.
- iv. To decide, if necessary, and to declare a regional major emergency.
- v. To activate a Regional Co-ordination Group (if necessary).
- vi. To ensure that a report on the co-ordination function is prepared in respect of the major emergency after it is closed down, and circulated (first as a draft) to the other services involved.

**Once it has been activated the mandate of the Local Co-ordination Group is:**

- i. To establish high level objectives for the situation, and give strategic direction to the response.
- ii. To determine and disseminate the overall architecture of response co-ordination.
- iii. To anticipate issues arising.
- iv. To provide support for the on-site response.
- v. To resolve issues arising from the site.
- vi. To ensure the generic information management system is operated.
- vii. To take over the task of co-ordinating the provision of information for the public as soon as it meets and use all available channels to make concise and accurate information available.
- viii. To decide and to take action to manage public perceptions of the risks involved, as well as during emergencies that threaten the public.
- ix. To co-ordinate and manage all matters relating to the media, other than on-site.



- x. To establish and maintain links with the Regional Coordination Centre (if involved).
- xi. To establish and maintain links with the lead Government Department/ National Emergency Co-ordination Centre.
- xii. To ensure co-ordination of the response activity, other than the on-site element.
- xiii. To decide on resource and financial provision.
- xiv. To take whatever steps are necessary to start to plan for recovery.

Please refer to Section 6.3.3 regarding the arrangements for the Local Co-ordination Centre.

### **Crisis Management Team**

The Crisis Management Team is a strategic level management group within Cork City Council, which is assembled during a major emergency to:

- manage, control and co-ordinate the agency's overall response to the situation.
- provide support to the agency's Controller of Operations on site and mobilise resources from within the agency or externally as required.
- liaise with national head quarters, in the case of An Garda Síochána and the Health Service Executive, and relevant Government Departments on strategic issues.
- Ensure appropriate participation of the agency in the inter-agency co-ordination structures.

The heads of each Local Authority service or most Senior in rank/office of that service will form part of the Crisis Management Team and shall exercise operational control over his/her own service subject to the overall control and direction of the Controller of Operations / Chair of the Local Co-ordination Group as required.

The use of Crisis Management Teams within each of the principal response agencies facilitates the mobilisation of senior staff to deal with the crisis, in light of the evolving situation, rather than leaving multiple roles to a small number of individuals who hold key positions. In this way, the objectives of prioritising and managing a protracted crisis can be dealt with effectively, while keeping the day-to-day business running.

The Crisis Management Team provides support to the Cork City Council representative at the Local Co-ordination Group, supports our own Controller of Operations on site and maintains the Local Authorities normal day-to-day services that the community requires.

Its composition should be made up of appropriate members of the following :

**Chairperson : Chief Executive / Deputy Chief Executive**  
**Members : Directors of Service / Heads of Function**

6.2.1 The arrival of external organisations/agencies on site should be immediately notified to the On-Site Co-ordinator who will determine which Controller of Operations will be responsible for their command and control.

### 6.3 Co-ordination Arrangements

6.3.1 The concept of the Lead Agency is accepted as the method for establishing which Agency has initial responsibility for Coordination of all Services on the site of a Major Emergency. The predetermined and default agencies for different types of emergencies are as follows:

<b>Emergency Incident Type</b>	<b>Initial Pre-nominated Lead Agency</b>	<b>Likely Change</b>
<b>Road Traffic Accident</b>	An Garda Síochána	
<b>Fire</b>	Local Authority	
<b>Hazardous Materials</b>	Local Authority	
<b>Train Crash</b>	Local Authority	An Garda Síochána when rescue phase complete
<b>Aircraft Incident</b>	Local Authority	An Garda Síochána when fire fighting/rescue phase complete
<b>Rescue</b>	Local Authority	
<b>Weather Related</b>	Local Authority	
<b>Biological Incident</b>	Health Services	
<b>Open Country Search &amp; Rescue (Lowland)</b>	An Garda Síochána	
<b>Open Country Search &amp; Rescue (Mountain)</b>	An Garda Síochána	
<b>Public Order/Crowd Events</b>	An Garda Síochána	
<b>CCBRN Conventional Chemical Biological Radiological Nuclear</b>	An Garda Síochána	Local Authority Health Service Executive Local Authority Local Authority
<b>Accidental Explosions/ Building Collapse</b>	Local Authority	An Garda Síochána to investigate when search and rescue complete

<b>Environmental/Pollution</b>	Local Authority	
<b>Marine Emergency Impacting On-Shore</b>	Local Authority	
<b>Water Rescue Inland</b>	An Garda Síochána	

In certain situations where an emergency affects an extensive area or occurs near the borders of Cork City and Cork County areas, there may be a response from both Local Authorities. There should only be one Controller of Operations for each of the three principal response agencies and it is necessary to determine from which unit of the principal response agency the Controller of Operations should come. In the case of Local Authorities, which are statutorily empowered in respect of their functional areas, procedures for resolving issues relating to which Local Authority is in control may already be set out in Section 85 agreements. Where they are not so covered, and the issue cannot be resolved quickly in discussion between the responding officers of the different units of those services, the Local Authority Controller of Operations should be the designated person from the Local Authority whose Rostered Senior Fire Officer was first to attend the incident.

Where the Local Authority is the Lead Agency in an Emergency, the Controller of Operations shall as soon as (s)he arrives at the site determine who are the Senior Officers of the other P.R.A.'s and/or who the other relevant Controllers are, and meet with these persons. Each Controller should brief the others as to the present situation and what actions are presently being taken. Each Controller should then indicate the proposed priority actions of their own service and agree the coordination of these. A program of meetings of the Controllers should then be agreed. An interim Inter-Agency communications protocol should be established. A member of the Lead Agency service should be appointed as soon as possible to be the recorder of the deliberations of the On-Site Coordination Group.

- 6.3.2 The primary mechanism used to deliver co-ordination on site is the arrangement for an 'On-Site Co-ordinator', provided by the Lead Agency. As soon as they meet, the three Controllers of Operations should determine which the Lead Agency is and thereby establish who the On-Site Co-ordinator is. This person is tasked with the role of coordinating the activities of all agencies responding to an emergency.

The On-Site Co-ordinator will chair the 'On-Site Co-ordinating Group'. In addition to the On-Site Co-ordinator, this group should comprise the Controllers Of Operations of the other two Agencies, an Information Management Officer, a Media Liaison Officer, an Action Management Officer (where considered appropriate), representatives of other agencies and specialists as appropriate. The On-Site Co-ordinator should determine which facilities should be used as the On-Site Co-ordination Centre.

Depending on the circumstance, this may be a standard vehicle, designated for the task, a purpose-built vehicle, a tent or other temporary structure or an appropriate space/building adjacent to the site.

- 6.3.3 The activation of the inter-agency 'Local Co-ordination Group' is another key level of co-ordination. When a major emergency has been declared and the Lead Agency determined as the Local Authority, the relevant officers of the Local Authority should implement a Local Co-ordination Group mobilisation procedure (see Appendix 2). The representative of the Local Authority will chair the Local Co-ordination Group and will exercise the mandates associated with this position. The Local Coordination Group will comprise representatives of the other two principal response agencies, an Information Management Officer, a Media Liaison Officer, an Action Management Officer (where considered appropriate), representatives of other agencies and specialists, as appropriate. The Local Co-ordination Centre shall be located at the primary or secondary co-ordination centre (see Appendix 1), or at some other location agreed by it. In general, it is the function of the Local Co-ordination Group to provide strategic level management for the immediate, medium and long-term consequences of the incident.

The Chair of the Local Co-ordination Group may declare a regional level emergency and activate the Plan for Regional Level Co-ordination. The key provision in ensuring co-ordination of the extended response is the activation of a 'Regional Coordination Group'. The primary function of the Regional Co-ordination Group is to maintain co-ordination of the principal response agencies involved from the extended 'response region'. If the Local Authority is the Lead Agency which has declared the regional level emergency, they will convene and chair the Regional Co-ordination Group.

- 6.3.4 The Local Authority Controller of Operations should be the designated person from the Local Authority whose rostered senior fire officer was first to attend the incident.

- 6.3.5 National bodies, operating in accordance with National Emergency Plans, may call upon the principal response agencies to assist in responding to, or to perform their normal functions/ roles arising from, a national level emergency.

The envisaged roles can include:

- Monitoring and/or reporting on the impact of the emergency in the functional area of the agency.
- Undertaking pre-assigned roles in National Emergency Plans, such as coordinating/implementing certain countermeasures in their functional area.
- Undertaking relevant tasks following an emergency/crisis or acting as a communications and co-ordination conduit.

Three principal scenarios are envisaged for when Local Major Emergency Plans co-ordinate with National Emergency Plans:

- The Major Emergency Plans of the principal response agencies may be activated by one of those agencies on request from a body acting under the provisions of one of the following National Emergency Plans:
  - National Emergency Plan for Nuclear Accidents,
  - Public Health (Infectious Diseases) Emergency Plan,
  - Animal Health Plan;
- The Major Emergency Plans of the principal response agencies may be activated by one of those agencies in response to a request from the Irish Coast Guard, following a threatened or actual emergency in the Irish Maritime Search and Rescue Region or the Major Emergency Plans of the principal response agencies may be activated by one of those agencies in response to a request from a Minister of Government in light of an emergency/crisis situation.

6.3.6 In every situation where a Major Emergency is declared, each principal response agency should inform its parent Department of the declaration, as part of that agency's mobilisation procedure. The three parent Departments, in their role as members of the National Steering Group, should consult and agree, on the basis of available information, which Government Department will be designated as Lead Department, in keeping with the Department of Defence's Strategic Emergency Planning Guidance. Where the determination is that the Lead Department is a Government Department other than one of the members of the National Steering Group, the chair of the National Steering Group (or a person acting on his/her behalf) should inform both the Lead Department and the Lead Agency of the designation. Where there is difficulty in designating a Lead Department in accordance with these arrangements, the Department of the Taoiseach should be contacted by the chair of the National Steering Group and that Department will determine the matter.

When designated, the Lead Government Department will be responsible for activating its own internal emergency/crisis management arrangements and making contact with the relevant Local Co-ordination Group (or Regional Co-ordination Group, if appropriate). The Local Co-ordination Centre should brief the Lead Department on the situation using the generic information management system. Issues arising should be developed as necessary between the Local Co-ordination Group and the Lead Government Department. Where appropriate, the Government Press Secretary, in conjunction with the press office of the Lead Department, will co-ordinate communications with the public/media at national level. The Lead Department should provide information on the emergency to other Government

Departments that may have a support role, as outlined in the Department of Defence's Strategic Emergency Planning Guidance. The Lead Department should decide if Inter- Departmental co-ordination facilities are to be activated, typically an Inter-Departmental Emergency Response Co-ordination Group, which may meet at the National Emergency Co-ordination Centre, or other appropriate facility. It is also the responsibility of the Lead Department, in association with the Department of the Taoiseach, to give effect to the provisions of a Government Decision relating to arrangements for Cabinet and Cabinet Committees, where the response to certain emergencies warrants political direction. The arrangements described above for linking the local response to a major emergency with national level co-ordination arise from what might be termed a 'bottom up' situation. Where one of the National Emergency Plans is activated, a 'top-down' connection may be put in place, i.e. the Regional and Local Co-ordination Centres are requested to become operational by the Lead Department. The configuration of Regional and Local Co-ordination Centres to be activated under this provision should be determined in light of the circumstances warranting the activation.

---

## 7.0 The Common Elements of Response

---

### Section 7.1

---

#### Declaring a Major Emergency

---

7.1.1 The Major Emergency Plan should be activated by whichever of the following agencies first become aware of the Major Emergency:

- Local Authority
- Gardai
- Health Service Executive

#### Cork City Council Activation Procedures

***The Cork City Council Officers authorised to activate the plan are Cork City Manager, Assistant City Manager, the Directors of Services or Acting Directors, the Chief Fire Officer, Assistant Chief Fire Officers, Second Officer, Rostered Senior Fire Officer, Third Officers of Cork City Fire Brigade***

The officer activating the Plan is to ensure that the declaration is notified to heads of all agencies on-site as well as informing the relevant command, control or communication centres.

The officer activating the Plan must do so by means of the following declaratory message via radio/telephone to the Munster Regional Communications Centre (Telephoning 999 / 112 and asking for the fire service)

This is ..... (name, rank and service).....

A ..... (type of incident).....has occurred/is imminent at ....  
(location).....

As an authorised officer I declare that a major emergency exists.

Please activate the mobilisation arrangements in the Cork City Council Major Emergency Plan.

Once this declaration has been made the officer is to use the mnemonic METHANE to structure and deliver an information message to the Control Centre.

M	Major Emergency Declared
E	Exact Location of the emergency
T	Type of Emergency (Transport, Chemical, etc.)
H	Hazards, present and potential
A	Access/Egress Routes
N	Number and types of Casualties
E	Emergency Services present and <b>required</b> .

When reporting a major emergency or notifying local authority services / other agencies that the plan is being activated, all available, essential and relevant information should be provided



## Section 7.2

---

### Initial Mobilisation

---

- 7.2.1 The initial mobilisation of Cork City Council's resources will be facilitated through the Munster Regional Communications Centre. The initial fire brigade response to the activation of the major emergency plan is the attendance of:

3 No. Fire Service Water Tenders – CO11A1, CO11A2, CO12A1  
1 No. Emergency Tender – CO11B1  
1 No. High Reach Appliance – CO11 E1  
1 No. Control unit – CO11C1  
1 No. Interagency Control Unit – CO11 C2  
1 No. Rostered Senior Fire Officer

The above PDA can be adjusted if the circumstances of the Major Emergency dictate, i.e. at a hazardous Chemical Incident it would be more prudent to have the incident support unit be mobilised. In addition other Senior Fire Brigade Officers will be contacted as procedure dictates.

The initial mobilisation procedure is detailed in Appendix 1 of this Plan.

### **Section 7.3**

---

#### **Command, Control and Communication Centres**

---

- 7.3.1 The Munster Regional Communication Centre located in Limerick shall be the communication centre to mobilise, support and monitor the Fire Service and other Services requested/required by the Local Authority. The MRCC shall be the communication centre to notify the appropriate personnel in response to the activation of the major emergency plan.

## Section 7.4

---

### Co-ordination Centres

---

7.4.1 On-site co-ordination is to be initially supported by means of the Control unit vehicle which is located at Fire Brigade HQ in Anglesea St. This vehicle is primarily for Fire Service Command & Control at an incident, therefore a suitable location c/w facilities should be set up by the on site Co-ordination group at the earliest convenience by using available suitable vehicles, buildings or tentage located near the incident.

7.4.2 Should Cork City Council be designated as Lead Agency, the Local Co-ordination group will meet at the primary designated Local Co-ordination Centre.

Floor 3, Cork City Fire Brigade HQ, Anglesea St. is the primary designated Local Co-ordination Centre.

The Civil Defence and Fire Brigade Training Centre, Ballyvolane is the secondary designated Local Co-Ordination Centre in the event that the primary Centre is inaccessible due to the nature and location of the major emergency.

Appendix 1 - provides details of staff for Major Emergency Management who are nominated to carry out the administrative and support functions at the local co-ordination centre.

7.4.3 The Cork City Council Crisis Management Team will convene at Local co-Ordination Centre, Floor 3 of Cork City Fire Brigade HQ ready to assist the Chair of the Local Co-ordination group and the on-site Co-Ordination Group.

Please refer to Appendix 1 for details regarding the personnel required to form the Crisis Management Team.

7.4.4 The Location of the Regional Co-ordination Centre will be at Local co-Ordination Centre, Floor 3 of Cork City Fire Brigade HQ if the Cork City Council Local authority is identified as the Lead agency in the Regional Major Emergency Event.

7.4.5 Key personnel have been identified to act as information managers in the event of a Major Emergency event occurring and are enclosed in the Appendices. Information is to be received from the On Site Co-Ordinator/controller of operations, disseminated into key information points for the Local Co-Ordinating Group and developed into key actions for the Crisis Management Team or for the On Site Co-Ordinator/Controller of Operations.

## Section 7.5

---

### Communications Facilities

---

#### 7.5.1 Emergency services communication facilities:

- TETRA Digital radio System for Interagency use
- Main Fire Appliance / Base radio systems (VHF)
- Fire Service handheld portable radio sets (UHF)
- Fixed Landlines, Mobile Phones, Fax

An Interagency Control vehicle (Charlie Oscar 11 Charlie 2) is located at Fire Brigade HQ. This vehicle is equipped with the following equipment :

- TETRA Radios
- 1 no. VHF radios
- Wi-Fi Capability (proposed)
- Tentage / generators / Lighting etc.,

This vehicle is mobilised as part of a pre determined attendance to a Major Emergency through the MRCC and should be utilised initially to set up On-site co-ordination centre as appropriate.

#### Communication facilities available at Local co-ordination Centres:

- TETRA Communications equipment (Digital)
- Fixed Landlines
- Handheld Portable Radios (UHF) for communication between persons in LCC
- Fire Brigade Base station Radio (VHF) for monitoring / communication between LCC and On Site
- Internet / Intranet facilities
- Television / Radio
- Mobile Phones

7.5.2 TETRA Radios should be used for communication between the other Controller of Operations of the responding primary response agencies and back to LCC. In any case all three controller of operations should be primarily located in close proximity to each other at the on site co ordination centre.

7.5.3 Communications between on site and Local coordination centres are to be by any/all of the following , TETRA, fire service vehicle / handhelds, fixed landlines, e-mail, mobile phones, fax etc.

## Section 7.6

---

### Exercising the Lead Agency's Co-ordination Roles

---

- 7.6 The Framework for Major Emergency Management provides that one of the three Principal Response Agencies will be designated as the lead agency for any major emergency and thereby assume responsibility for leading co-ordination. The lead agency has both the responsibility and mandate for the co-ordination function.

There are two mechanisms for determining and designating the lead agency, which are to be applied in sequence by the 3 Controllers of Operations at the Site. They are as follows:

1. Pre-nomination in accordance with the table provided in Section 6.3.1. This method pre-nominates the lead agency for various types of incident and this should be the primary method of determination for the lead agency
2. In the event that the emergency does not fall into the categorisations of the table in Section 6.3.1 then the lead agency by 'default' is the Local Authority (Cork City Council)

Rapid determination of the lead agency is essential as this in turn determines which of the three Controllers of Operations is to act as the On-Site Co-ordinator.

The Controller of Operations for the Lead Agency is to act as the On-Site Co-ordinator.

The On-Site Co-ordinator should note the time that the determination of the lead agency was made in the presence of the other two Controllers of Operations.

The determination is to be communicated to all parties involved in the response.

The lead agency role may change over time, to reflect the changing circumstances of the emergency. Ownership of the lead agency mantle should be reviewed at appropriate stages of the major emergency.

***All changes in lead agency designation emanating from the site, and the timing thereof, will be by agreement of the three Controllers of Operations at the site and should be communicated as per the initial determination.***

## Section 7.7

---

### Public Information

---

- 7.7.1 In certain situations, it may be crucial for the Local Authority to provide timely and accurate information directly to the public on an emergency situation. Members of the public may perceive themselves and their families to be at risk and are seeking information on actions which they can take to protect themselves and their families.

The Local Co-ordination Group should take over the task of co-ordinating the provision of information to the public as soon as it meets. This activity should be co-ordinated by the lead agency.

The Local Co-ordination Group may establish a sub-group for this purpose and use all available channels to make concise and accurate information available. This may include the use of dedicated "help-lines", City Council Web-pages, Aertel, automatic text messaging, as well as through liaison with the media.

- 7.7.2 In situations where early warning and special public warning arrangements are required the Media Liaison Officer shall make provision for contacting the appropriate media outlets for the dissemination of warning(s) on behalf of the local authority.

#### **ARRANGEMENTS FOR BROADCAST OF WARNING IN EMERGENCY SITUATIONS**

**RTE News Room** may be contacted at the following number:

(01) 2083111

**Cork's 96 FM Radio Station** may be contacted at the following numbers:

(021) 4551596 or 1850715996

The appointed Media Liaison Officer shall make arrangements to publicise the emergency telephone numbers and/or the location of public information offices.

The Media Liaison Officer / Crisis Management Team should make provision for telephone / help line / information line contact numbers and the handling of contacts with dedicated telephone lines.

---

## 7.8 The Media

---

### 7.8.1 Media Centre

It is the responsibility of the lead agency to establish and run a Media Centre.

The Media Centre is a building/area specifically designated for use by the media, and for liaison between the media and the principal response agencies

It should be noted that the media are likely to respond quickly to any major emergency and a media presence at the site may extend for days, or even weeks.

It is the responsibility of the lead agency to establish a Media Centre at or near the site of the emergency for use by the principal response agencies in **dealing with the media at the site.**

Each principal response agency should designate a Media Liaison Officer at the site and the activities of the Media Liaison Officers on site should be co-ordinated by the Media Liaison Officer of the lead agency.

**All statements to the media should be cleared with the On-Site Co-ordinator or his/her Media Liaison Officer.**

The Local Co-ordination Group should take the lead in terms of working with the media, away from the site, during a major emergency. As with arrangements at the site, each principal response agency should designate a Media Liaison Officer at the Local Coordination Centre and the activities of the Media Liaison Officers should be co-ordinated by the Media Liaison Officer of the lead agency. All statements to the media at this level should be cleared with the chair of the Local Co-ordination Group.

**Regular media briefings should be scheduled to suit television and radio broadcasts.**

These briefings should also be used to promulgate help-line telephone numbers and necessary public information messages. Background information that has been compiled before the event can be used to inform holding statements for use during the early stages of the incident.

**In many situations media attention will move quickly away from the site to other locations, including the Local Co-ordination Centre, hospitals where casualties are being treated and mortuaries and, therefore, arrangements for the media at or adjacent to these locations will need to be provided.**

#### **7.8.2 Media Liaison Officer**

To facilitate the dissemination of information to the news media and to the general public, Cork City Council have appointed:

- A Local Authority Media Liaison Officer (Emergency Site)
- A Local Authority Media Liaison Officer (Local Co-ordination Centre)

**7.8.3** In situations where the media are located at, or adjacent to other locations associated with the major emergency e.g. hospitals, mortuaries etc. then the media liaison officer will in conjunction with the Media Liaison Officers of the Health Services Executive and An Garda Síochána respectively make suitable arrangements for the media at the location.



## Section 7.9

---

### Site Management Arrangements

---

7.9.1 The main components of a typical Site Plan should contain some or all of the following:

- Inner, Outer and Traffic Cordons (established by An Garda Síochána after decision by and/or agreement with On-site Co-ordinator).
- A Danger Area, If appropriate
- Cordon and Danger Area Access Points
- Rendezvous Point
- Site Access Point
- Holding Areas for different services
- Principal Response Agency Control Points
- Site Control Point
- On-site Co-ordination Centre
- Casualty Clearing Station
- Ambulance Loading Area
- Body Holding Area
- Survivor Reception Centre
- Friends and Relative Reception Centre
- Media Centre

Please refer to Appendix 15 - Idealised Scene Management Arrangements for a diagram.

The following points should be noted with respect of the individual components specified above:

1. Persons working within the Inner Cordon are to have the appropriate personal protective equipment (PPE).
2. The inner cordon access point should be established as soon as possible to **facilitate and record** the flow of responders into and out of the working area. This access point is to be under the control of the lead agency and should have a direct link back to the On-Site Co-ordination Centre.
3. The outer cordon access point is to be established by An Garda Síochána.
4. Where it is necessary to operate in a Danger Area the normal incident and safety arrangements are to be followed and relevant officers should continue to exercise command/control over their own personnel working in the Danger Area.

5. Where a situation deteriorates to a point where the officer in charge of the Danger Area decides that it is necessary to withdraw response personnel from the Danger Area, a signal, comprising repeated sounding of a siren (air horn mode) for ten seconds on, ten seconds off, will be given.

All personnel should withdraw from the Danger Area on hearing this signal.

## 7.9.2 Identification of personnel

All local authority personnel responding to an emergency shall wear (or carry) the form of identification issued to them and shall ensure that their vehicles are adequately identified. Where identification is not permanently retained on the person or vehicle, it should be obtained from the Local Authority Holding Area.

Access beyond Cordons will not be permitted in the absence of the appropriate identification.

(Please refer to Appendix 15 - Idealised Scene Management Arrangements regarding site of the LA Holding Area)

All personnel responding to an emergency are to wear the personal protective clothing as issued for safety and for identification purposes.

Senior personnel who are acting in key roles, such as the On-Site Co-ordinator and the Controllers of Operations, should wear bibs designed and coordinated as follows:

Organisation	Bib Colour	Wording
Health Service Executive	Green and White Chequer	HSE Controller
Cork City Council	Red and White Chequer	Cork City Council Controller
An Garda Síochána	Blue and White Chequer	Garda Controller

When the lead agency has been determined, the On-Site Co-ordinator should don a distinctive bib with the words On-Site Co-ordinator clearly visible front and back. Below is an example of how the bibs should look for each of the responding agencies.



Garda  
Controller



Cork City Council  
Controller



H.S.E.  
Controller

#### Non-Uniformed Personnel

Non uniformed personnel from Cork City Council should attend the scene in high visibility jacket with the name Cork City Council and their job function clearly displayed.

All Cork City Council personnel responding to an emergency shall wear (or carry) the form of identification issued to them and shall ensure that their vehicles are adequately identified. Where identification is not permanently retained on the person or vehicle, it should be obtained from Cork City Council's Holding Area.

Access beyond Cordons will not be permitted in the absence of the appropriate identification.

7.9.3 Where the principal response agencies consider it appropriate and beneficial, the On-Site Co-ordinator may request, through An Garda Síochána, that an Air Exclusion Zone be declared around the emergency site by the Irish Aviation Authority. When a restricted zone above and around the site is declared, it is promulgated by means of a "Notice to Airmen" - NOTAM - from the Irish Aviation Authority.

Contact details for the Irish Aviation Authority are provided in Appendix 12.

## Section 7.10

### Mobilising Additional Resources

The Voluntary Emergency Services sector can provide additional equipment and support in the event of a major emergency. Details of the local Voluntary Emergency Services, the resources they can provide and their mobilisation procedure are outlined in Appendix 13.

Voluntary Emergency Services will link to the Principal Response Agencies in accordance with the table below.

Principal Response Agency	Linked Voluntary Emergency Service
An Garda Siochána	Irish Mountain Rescue Association Irish Cave Rescue Association Search and Rescue Dogs Sub-Aqua Teams
Health Service Executive	Irish Red Cross Order of Malta Ambulance Corps St. John's Ambulance
Local Authority	Civil Defence

**Table.** Principal Response Agencies with Linked VES

Each Principal Response Agency with a linked Voluntary Emergency Services is responsible for the mobilisation of that service and their integration into the overall response. The internal command of volunteer organisations resides with that organisation.

Where Casual Volunteers are available and deemed necessary by the On Site Co-ordination team, some form of identification in terms of arm bands etc. should be issued. It should be noted that while initially they may be of some assistance; their usefulness will lessen due to lack of training, experience and PPE. They will be the responsibility of the On-site Co-ordination team while they are on site.

Utilities are frequently involved in the response to emergencies, usually to assist the principal response agencies in making situations safe. They may also be directly involved in restoring their own services, for example, electricity supply in the aftermath of a storm. Utilities operate under their own legislative and regulatory frameworks but, during the response to an emergency, it is important that they are involved in the co-ordination arrangements. Utilities may be requested to provide representatives and/or experts to the On-Site Co-ordination Group, the Local Coordination Group and/or the Regional Co-ordination Group, as appropriate. A list of

Utilities and their emergency/out of hours contact arrangements are listed in Appendix 12.

Private sector organisations may be involved in a major emergency through ownership of the site where the emergency has occurred or through ownership of some element involved in the emergency e.g. an aircraft, bus, factory, etc. They may also be called on to assist in the response to a major emergency, by providing specialist services and/or equipment. Private sector representatives and/or experts may be requested to support the work of the On-Site Co-ordination Group, the Local Co-ordination Group and/or the Regional Co-ordination Group, as appropriate. A list of experts and equipment within the private sector is detailed in Appendix 12.

The Local Authority Controller of Operations should ensure that, where the resources of the authority do not appear to be sufficient to bring a situation under control, or the duration of an incident is expected to be extended, the levels, types and duration of assistance/ support are identified, and that the request for support is passed to either the authority's Crisis Management Team or the Local Co-ordination Centre who will arrange to obtain the support via mutual aid arrangements with neighboring authorities.

Where resources that are held at a national level are required, as part of the management of the incident, requests for those resources should be directed by the lead agency to the Lead Government Department.

The European Community has established a Community Mechanism to facilitate the provision of assistance between the member states in the event of major emergencies. The decision to seek assistance from outside the state should be made by the lead agency, in association with the other principal response agencies, at the Local/ Regional Coordination Centre. The Local/ Regional Co-ordination Group should identify and dimension the level/type of assistance likely to be required and its duration. The chair of the Local/ Regional Coordination Group should make requests for such assistance to the National Liaison Officer in the Department of the Environment, Heritage and Local Government.

## **Defence Forces**

Please refer to Appendix 4 - Procedure for Requesting Assistance from Defence Forces

Provision of Defence Forces capabilities is dependent on the exigencies of the service and within available resources at the time.

The Defence Forces -incorporating the Army, Air Corps, Naval Service and Reserve Defence Forces – will operate under their own command and control structure.

The On-Site Co-ordinator should, in consultation with the other Controllers of Operations:

- determine the requirements to be requested, in terms of Defence Forces resources, for the site response and, once Defence Forces resources have been committed, the tasks to be requested and the procedures for the altering of such requirements or tasks as the situation requires.
- determine where and to whom the Defence Forces will report and also determine communication links for ongoing reporting on the status of the Defence Forces response.
- include for the provision to the Defence Forces commander of a communication system, to enable effective communications and the provision of reports as requested.
- provide for the Defence Forces being stood down from the site as the situation warrants.
- Include procedures for requesting operational debriefing and reporting of all activity undertaken by the Defence Forces.

## Section 7.11

---

### Casualty and Survivor Arrangements

---

- 7.11.1 The On-Site Co-ordinator, in association with the other Controllers, will need to make an early assessment of the casualty situation and identify if there are particular aspects which may impact on casualty management, such as, significant numbers of disabled, sick or immobile persons involved, and take action accordingly.

As well as making provision for casualties and survivors, the principal response agencies should also make arrangements for the reception, facilitation and support of the friends and relatives of some or all of these individuals.

- 7.11.1.1 Rescue of all casualties is a function of the Local authorities Fire Service and will be carried out to the best of their ability. Care of the casualty will then become a function of the HSE.

- 7.11.2 Any Injured casualties will become the responsibility of the HSE.

- 7.11.2.1 Triage is a dynamic process of assessing casualties and deciding the priority of their treatment, using a 2 stage process of triage sieve and triage sort. Following initial triage, casualties will normally be labeled, using triage cards, and moved to a casualty clearing station.

- 7.11.2.2 In circumstances where lightly injured or uninjured persons are to be transported from the site, the Civil Defence may be requested to aid in this task.

This will be arranged between the On-Site Co-ordinator and the other two Controllers of Operations.

- 7.11.2.3 The **Casualty Clearing Station** is established at the site by the Ambulance Service, in consultation with the Health Service Executive Controller and the Site Medical Officer.

Here, casualties are collected, further triaged, treated, as necessary, and prepared for transport to hospital. The Health Service Executive Controller will, in consultation with the Site Medical Officer and the designated receiving hospitals, decide on the hospital destination of casualties.



### 7.11.3

#### **Fatalities**

The bodies of casualties, which have been triaged as dead, should not be moved from the incident site unless this is necessary to affect the rescue of other casualties. The only other circumstance where bodies should be moved, before the Garda evidence collection process is complete, is if they are likely to be lost or damaged due to their location or the nature of the incident.

Bodies to be moved should be photographed first and their original position clearly marked and recorded. The recovery of the dead and human remains is part of an evidence recovery process and, as such, is the responsibility of An Garda Síochána acting as agents of the Coroner. The Local Authority may assist An Garda Síochána in this function.

When a doctor has pronounced an individual dead, arrangements in respect of the body are the responsibility of the local Coroner's Office, in conjunction with An Garda Síochána.

Full information on procedures for dealing with fatalities is set out in Appendix 17 – Fatal Casualties, including the Coroner's role.

The On-Site Co-ordinator, in association with the other Controllers, will decide if it is necessary to establish a Body Holding Area at the site. The Body Holding Area, if established, should be situated close to the Casualty Clearing Station.

Major Emergency Management members of An Garda Síochána will staff this area and they will maintain the necessary logs to ensure the continuity of evidence. It should be noted that the Body Holding Area is not the appropriate place for the prolonged storage of the dead and appropriate arrangements should be made to ensure minimal delay in moving bodies to a mortuary (temporary or otherwise).

Where circumstances require it, a Temporary Mortuary may be established. This decision should be made by the Local Co-ordination Group, in consultation with the Coroner.

**The Provision of a Temporary Mortuary is the responsibility of the Local Authority.**

### 7.11.4

Uninjured Survivors will be moved off site by the local authority and arrangements will be made to reunite them with friends / relatives at the designated centres. All details of these survivors will be taken at these centres. Available support measures will also be outlined to them at these locations.

#### 7.11.5. **Casualty Bureau**

In the event of a major emergency involving significant numbers of casualties, An Garda Síochána will establish a Casualty Bureau to collect and collate the details (including condition and location) of all casualties and survivors. To facilitate this process, a liaison/casualty officer will normally be sent by An Garda Síochána to each hospital where casualties are being treated.

*All other services should ensure that any information collected on any casualty is transferred via An Garda Síochána to the Casualty Bureau.*

The Casualty Bureau is the central contact point for the matching of information available on casualties with requests from all those seeking or providing information about persons involved in the incident. The media will be asked to promulgate the contact numbers for the Bureau so that the public can make enquiries and provide information.

#### 7.11.6 **Friends' and Relatives' Reception Centres**

Some incidents may warrant the establishment of Friends' and Relatives' Reception Centres at appropriate locations associated with the emergency, in addition to those provided at the hospitals where the injured are being treated.

**The Local Co-ordination Group should determine the need for and arrange for the designation and operation/staffing of such centres.**

The purpose of a reception centre is to provide a comfortable area where friends and relatives of those involved in the incident (primarily the casualties and survivors) can be directed for information. A building used as a Friends' and Relatives' Reception Centre should be secure from media intrusion and contain sufficient room to afford privacy to families receiving information about relatives.

There will also be a need for a reliable process to establish the credentials of friends and relatives.

**7.11.7 Non-National Casualties**

It is the responsibility of the managers of the designated survivor, friends / relative centres to provide foreign language communication resources as required. Relevant non-national organisations will be contacted to assist in this process.

**7.11.8 Pastoral and Psycho-Social Support**

It is the responsibility of the Health Service Executive to provide for the pastoral and psycho-social support arrangements of casualties and other affected members of the public.

## Section 7.12

---

### Emergencies involving Hazardous Materials

---

7.12.1 The Local Authority is the lead agency for response to hazardous materials incidents, with the exception of those involving biological agents. Where terrorist involvement is suspected, An Garda Síochána will act as the lead agency. The Defence Forces, when requested, will assist An Garda Síochána in an Aid to the Civil Power role with Explosive Ordnance Disposal teams. Details of specific actions to be taken in the event of a CBRN incident are contained in the Protocol for Multi-Agency Response to Suspect Chemical and Biological Agents arising from terrorist activity

7.12.2 The On-Site Co-ordinator, in association with the other Controllers of Operations, will establish the need for decontamination. The Health Service Executive has responsibility for providing clinical decontamination and medical treatment to casualties affected by hazardous materials. The fire services have responsibility for providing other forms of physical decontamination of persons at the site. The Health Service Executive will be responsible for decontamination where required to protect health service facilities, such as hospitals, from secondary contamination.

Where emergency decontamination of the public is required, the fire service may use its fire-fighter decontamination facilities, or improvised equipment may be used prior to the arrival of dedicated equipment. Where it is decided that persons should undergo this practice, it should be carried out under the guidance of medical personnel. It should be noted that emergency contamination carries risks for vulnerable groups, such as the elderly and the injured. It may be more appropriate in certain circumstances for outer clothing to be removed and blankets provided as a temporary measure to alleviate potential harm through surface contact with contaminants.

The On-Site Co-Ordinator will take the decision on how best to protect a threatened population, after consultation with the other Controllers of Operations. This protection is usually achieved by moving people temporarily to a safe area, by evacuation where appropriate or feasible, or by advising affected individuals to take shelter in an appropriate place.

7.12.3 Details of specific actions to be taken in the event of a biological incident are detailed in the Protocol for Multi-Agency Response to Suspect Chemical and Biological Agents (in Draft)

- 7.12.4 Details of specific actions to be taken in the event of an activation of the National Public Health (Infectious Diseases) Plan are detailed in the Protocol for Multi-Agency Response to Emergencies arising from Infectious Diseases Pandemics (in Draft)
- 7.12.5 Details of specific actions to be taken in the event of a local radiological emergency or the activation of the National Emergency Plan for Nuclear Accidents are detailed in the Protocol for Multi-Agency Response to Radiological/ Nuclear Emergencies (in Draft)
- 7.12.6 Cork City Fire Brigade has a mass decontamination facility as do the HSE and Cork County Fire Service. The Defence Forces may also be of assistance in carrying out mass decontamination of the public as required.

## Section 7.13

---

### Protecting Threatened Populations

---

- 7.13.1 There are circumstances when it may be necessary to protect members the public who are in the vicinity of an emergency event.

This protection is usually achieved by advising affected individuals to take shelter in an appropriate place, or by moving people temporarily to a safe area, by evacuation where appropriate or feasible.

The On-Site Co-ordinator will take the decision on how best to protect a threatened population, after consultation with the other Controllers of Operations. It is a function of the Local Authority to advise on protection of persons threatened, by sheltering or evacuation.

In some situations, it can be anticipated that there will be a level of self evacuation, and this may need to be considered as part of the emergency management considerations.

- 7.13.2 **Where decided upon, the process of evacuation will be undertaken by An Garda Síochána, with the assistance of the other services.**

It is the responsibility of the Local Authority to provide Rest Centres for evacuated populations.

- 7.13.3 Where significant numbers of evacuees are involved, the Local/Regional Co-ordination Group may decide on an allocation/distribution system to ensure that appropriate facilities are available for evacuees.

If a decision to evacuate is made, then the evacuation tasks will have to be undertaken simultaneously with other emergency response activities such as rescue, fire-fighting and casualty treatment. Evacuation, like other tasks associated with Major Emergency Management, requires inter-agency co-ordination. Please refer to "A Guide to Managing Evacuations" prepared by the National Working Group and approved for use by the National Steering Group for further guidance on managing an evacuation.

## Section 7.14

---

### Early and Public Warning Systems

---

- 7.14.1 Met Éireann operates a “Public Service Severe Weather Warning” system whereby they notify Local Authorities where weather conditions are forecast to meet specified criteria.

Please refer to the Severe Weather Plan in Appendix 3 for further details on severe weather warnings.

This notification is received by Environment & Recreation directorate and disseminated within the City Council as appropriate.

Not all severe weather warnings/events will be a Major Emergency. However the procedures/measures outlined in the Severe Weather Plan should be followed.

In certain situations where the forecast weather is sufficiently severe the Major Emergency Management members of the Crisis Management Team are to be notified.

- 7.14.2 All public warnings are to be issued via the designated Media Liaison Officer. The methods of disseminating Public Warnings are similar to those for public information. Please refer to Sections 7.7 Public Information and 7.8 The Media regarding such methods.

## Section 7.15

---

### Emergencies arising on Inland Waterways

---

- 7.15.1 The Irish Coast Guard has responsibility for receiving 999/112 calls and the mobilising of resources to Inland Waterway emergencies.

The Framework provides that An Garda Síochána should be the principal response agency to undertake initial co-ordination at inland waterway emergencies. After the initial response, this role may be re-assigned, following consultation between the Irish Coast Guard and An Garda Síochána.

- 7.15.2 The Civil Defence may be requested to provide support to the Coast Guard in the carrying out of its functions in respect of emergencies arising on Inland Waterways.

The Irish Coast Guard should contact the Civil Defence Officer to facilitate any request for assistance.

Please refer to Appendix 12 for contact details in the Civil Defence

- 7.15.3 The following contact details are provided with respect to the Irish Coast Guard and the Garda Sub-Aqua Club:

Irish Coast Guard,  
Search & Rescue (SAR)

**Emergency Tel: 112/999**

Phone:(01)6620922

Fax: (01)6620795

Garda Sub-Aqua Club,  
Santry Garda Station,  
Santry,  
Dublin 9

Phone: (01) 6664000



## Section 7.16

---

### Safety, Health and Welfare Considerations

---

- 7.16.1 Each principal response agency (and other responding organisation) is responsible for the Safety, Health and Welfare of its staff responding to emergencies and should operate its own safety (including personal protective equipment) and welfare management procedures.

As such all Local Authority Safety and welfare procedures are applicable to Local Authority staff responding to the Major Emergency.

- 7.16.2 Each service should establish from the On-Site Co-ordinator if a Danger Area has been defined as part of site management arrangements and, if so, what particular safety provisions may apply

- 7.16.3 The activities of all agencies within the "Danger Area" shall be under the overall control and direction of the Chief Fire Officer or designated alternates.

However, the persons in charge of the activities of these agencies shall, subject to the above, continue to exercise operational control over their agencies activities and shall ensure that all necessary safety and welfare, measures and procedures are implemented.

- 7.16.4 The procedure for evacuation of the 'Danger Area' is for continuous and sustained sounding of fire appliance audible warning tones (air horn mode) Ten Seconds On, Ten Seconds Off. Firefighters within the building will be additionally evacuated by the appropriate recognized method as per BA protocols.

- 7.16.5 The Local Authority Controller should ensure that appropriate rest and refreshment facilities are provided for response personnel at the site, as well as for survivors.

These facilities may include the provision of food and drink, rest facilities and sanitary facilities.

- 7.16.6 In house counseling will be provided through the existing counseling services set out for Local authority staff including the CISM support service for emergency workers.

## Section 7.17

---

### Logistical Issues/ Protracted Incidents

---

- 7.17.1 Front line rescue / field staff will be rotated on a shift cycle as per the existing shift cycle for firefighters where resources allow.
- 7.17.2 It will be the intention to provide cover for normal emergencies through off duty staff depending on scale and length of incident. Where the size and protracted nature of the incident dictates, emergency cover for the City will be supplemented from neighboring County Emergency Services. The Crisis Management team will assess the requirement of the other normal services and will seek assistance if so required throughout the region.
- 7.17.3 The Local Authority Controller should ensure that appropriate rest and refreshment facilities are provided for response personnel at the site, as well as for survivors. These facilities may include the provision of food and drink, rest facilities and sanitary facilities.

## Section 7.18

---

### Investigations

---

7.18.1 The following agencies may have an investigative function with regard to Major Emergencies depending on the nature of the incident:

- An Garda Síochána
- Air Accident Investigation Unit
- Health and Safety Authority
- Environmental Protection Agency

7.18.2 An Garda Síochána will need to obtain evidence of the highest possible standard and will require that all evidence is left in situ, unless a threat to life or health prevents this.

The local authority will have some role to play in the site clearance, demolition, clean-up operations, removal and disposal of debris and such activity is only to be done following consultation with and approval of An Garda Síochána (or other investigative body) to avoid the possible unnecessary destruction of evidence.

7.18.3 An Garda Síochána is responsible for carrying out criminal investigations and in this role may facilitate inquiries carried out by other agencies with an investigative mandate.

An Garda Síochána may also be requested to conduct investigations on any aspect of an emergency on behalf of a body charged with holding an inquiry, etc.

If there is reason to believe that a criminal act was a contributory factor to a major emergency, An Garda Síochána will begin an investigation, in parallel with the emergency response.

The preservation of the site of a major emergency, which results from criminal action, is of paramount importance and should receive a priority rating from the outset. The first member(s) of An Garda Síochána to arrive at the site of a major emergency where a suspected crime has been committed automatically incurs the responsibility of preserving the site.

**Note: The priority of the response remains the protection of life.**

Any agency with an investigative mandate should liaise in the first instance with the On-Site Co-ordinator, who will direct them to the Controller of Operations of An Garda Síochána.

In some cases, Protocols and Major Emergency Management Memorandums of Understanding have been established as an effective way of ensuring adequate liaison between different agencies carrying out investigations.

One of the Local Authority functions is to provide support for An Garda Síochána forensic work. This should also extend to investigations carried out by other agencies as appropriate.

It may be necessary for Local Authority staff to provide statements to the investigative agencies on their involvement in the major emergency response.

## Section 7.19

---

### Community / VIPs / Observers

---

7.19.1 Links will be established with the communities affected through their community centers, local community organizations, ethnic organizations, this will be co-ordinated by the Local Co-Ordination / Crisis Management Team and the Key personnel located at the Survivor/ Friends and Relatives Reception Centers and any evacuee centres.

7.19.2 Public representatives and other dignitaries may wish to attend the site of the emergency, as well as associated facilities, such as hospitals, to express sympathy on behalf of the public to the injured and bereaved, and to support the emergency response workers.

Visits by dignitaries will usually require security arrangements and liaison with the media. **It is important that the organisation of such visits does not distract from the response effort.**

***All requests for visits to the site or facilities associated with it are to be referred to the Local Co-ordination Group.***

Requests for visits to agency specific locations are to be referred to that agency's management.

As a general rule, VIPs are to be advised not to visit sites where dangers still exist or where ongoing rescues are in progress.

7.19.3 Multiple requests may be received from persons/groups who wish to observe the response operations. The presence of experts from other regions or jurisdictions, who wish to act as observers at an incident, can greatly enhance the operational debriefings and facilitate the process of learning lessons from the emergency.

## Section 7.20

---

### Standing-Down the Major Emergency

---

7.20.1 This plan (i.e. Cork City Council's plan) may be stood down in any of the following ways depending on the particular circumstances:

1. It may be stood down:
  - a) By the person who activated the plan when an emergency which was imminent does not actually occur.
  - b) By the Controller of Operations in respect of local authority activities at the site of the emergency following consultation with the On-Site Co-ordinator / LCC or
  - c) By the designated local authority representative on the co-ordinating group in respect of local authority activities other than those at the site.
2. The plan may be stood down generally following agreement by the three principal response agencies responding to the emergency or in respect of all or certain local authority services following consultation with the other principal response agencies.

The following additional provisions apply to standing down the emergency:-

- Before standing down this plan, the Controller of Operations shall advise the local authority representative on the local co-ordinating group,
- Even after this plan has been stood down, certain local authority services may be required to continue carrying out activities related to the emergency and in such circumstances full control shall revert to the heads of those services.

When a response is no longer required from any agency, service, contractor or individual requested to provide assistance by the local authority and following consultation with the Controllers of Operations of the other two agencies, the Local Authority Controller of Operations shall inform them of the decision to stand them down.

7.20.2 Following the stand down of the Major Emergency the Local Authority is to carry out an operational debriefing of its involvement in the response and document this debriefing in a report.

Following the stand down of the Major Emergency the three principal response agencies are to review the inter-agency co-ordination aspects of the response to the major emergency.

This review should be hosted by the lead agency and involve all services which were part of the response.

The purpose of the review should be to formulate the lessons learned from the incident in relation to co-ordination and to document these.

A composite report, based on appropriate input from each principal response agency's internal report and the report on co-ordination, on every declared major emergency is to be compiled by the principal response agency which was the initial lead agency for submission within a reasonable timescale to the relevant Regional Steering Group and the National Steering Group.

## Section 8

---

### Agency Specific Elements and Sub-Plans

---

#### 8.1 Communications Sub Plan

On Notification of a Major Emergency, All key personnel will convene at their pre-determined locations.

Communication facilities:

- TETRA Digital Radio system
- Main Fire Appliance / Base radio systems (VHF)
- Fire Service handheld portable radio sets (UHF)
- Fixed Landlines, Mobile Phones, Fax

An Interagency Control vehicle (Charlie Oscar 11 Charlie 2) is located at Fire Brigade HQ. This vehicle is equipped with the following equipment :

- TETRA Radios
- 1 no. VHF radios
- Wi-Fi Capability (proposed)
- Tentage / generators / Lighting etc.,

This vehicle is mobilised as part of a pre determined attendance to a Major Emergency through the MRCC and should be utilised initially to set up On-site co-ordination centre as appropriate.

Communication facilities available at Local co-ordination Centres:

- TETRA radio System
- Fixed Landlines
- Handheld Portable Radios (UHF) for communication between persons in LCC
- Fire Brigade Base station Radio (VHF) for monitoring / communication between LCC and On Site
- Internet / Intranet facilities
- Television / Radio
- Mobile Phones



In addition the following communications systems are available for priority use during a major emergency:

(1) Ambulance Service Radio System linking emergency site, ambulances and hospitals.

(2) Garda Radio System.

(3) Fire Brigade Radio System

(4) Army Communications System

(5) Private telephone lines giving priority telephone arrangements between:

Garda Headquarters, Anglesea St., Cork and

- Cork Auto Manual Exchange
- Ambulance Control Centre
- Emergency Dept., Cork University Hospital
- Fire Brigade Headquarters, Cork City
- Army, Southern Command

(6) Marine Rescue Services (For Marine and Shoreline Emergencies)

## 8.2 Media Sub Plan

It is the responsibility of the lead agency to establish and run a Media Centre.

The Media Centre is a building/area specifically designated for use by the media, and for liaison between the media and the principal response agencies

It should be noted that the media are likely to respond quickly to any major emergency and a media presence at the site may extend for days, or even weeks.

It is the responsibility of the lead agency to establish a Media Centre at or near the site of the emergency for use by the principal response agencies in **dealing with the media at the site.**

Each principal response agency should designate a Media Liaison Officer at the site and the activities of the Media Liaison Officers on site should be co-ordinated by the Media Liaison Officer of the lead agency.

**All statements to the media should be cleared with the On-Site Co-ordinator or his/her Media Liaison Officer.**

The Local Co-ordination Group should take the lead in terms of working with the media, away from the site, during a major emergency. As with arrangements at the site, each principal response agency should designate a Media Liaison Officer at the Local Coordination Centre and the activities of the Media Liaison Officers should be co-ordinated by the Media Liaison Officer of the lead agency. All statements to the media at this level should be cleared with the chair of the Local Co-ordination Group.

**Regular media briefings should be scheduled to suit television and radio broadcasts.**

These briefings should also be used to promulgate help-line telephone numbers and necessary public information messages. Background information that has been compiled before the event can be used to inform holding statements for use during the early stages of the incident.

In many situations media attention will move quickly away from the site to other locations, including the Local Co-ordination Centre, hospitals where casualties are being treated and mortuaries and, therefore, arrangements for the media at or adjacent to these locations will need to be provided.

#### **8.2.1 Media Liaison Officer**

To facilitate the dissemination of information to the news media and to the general public, Cork City Council have appointed:

- A Local Authority Media Liaison Officer (Emergency Site)
- A Local Authority Media Liaison Officer (Local Co-ordination Centre)

8.2.2 In situations where the media are located at, or adjacent to other locations associated with the major emergency e.g. hospitals, mortuaries etc. then the media liaison officer will in conjunction with the Media Liaison Officers of the Health Services Executive and An Garda Síochána respectively make suitable arrangements for the media at the location.

In situations where early warning and special public warning arrangements are required the Media Liaison Officer shall make provision for contacting the appropriate media outlets for the dissemination of warning(s) on behalf of the local authority.

### **ARRANGEMENTS FOR BROADCAST OF WARNING IN EMERGENCY SITUATIONS**

**RTE News Room** may be contacted at the following number:

(01) 2083111

**Cork's 96 FM Radio Station** may be contacted at the following numbers:

(021) 4551596 or 1850 715996

The appointed Media Liaison Officer shall make arrangements to publicise the emergency telephone numbers and/or the location of public information offices.

The Media Liaison Officer / Crisis Management Team should make provision for telephone / help line / information line contact numbers and the handling of contacts with dedicated telephone lines.

### 8.3 Mass Fatalities Sub Plan

The bodies of casualties, which have been triaged as dead, should not be moved from the incident site unless this is necessary to affect the rescue of other casualties. The only other circumstance where bodies should be moved, before the Garda evidence collection process is complete, is if they are likely to be lost or damaged due to their location or the nature of the incident.

Bodies to be moved should be photographed first and their original position clearly marked and recorded. The recovery of the dead and human remains is part of an evidence recovery process and, as such, is the responsibility of An Garda Síochána acting as agents of the Coroner. The Local Authority may assist An Garda Síochána in this function.

When a doctor has pronounced an individual dead, arrangements in respect of the body are the responsibility of the local Coroner's Office, in conjunction with An Garda Síochána.

Full information on procedures for dealing with fatalities is set out in Appendix 17 – Fatal Casualties, including the Coroner's role.

The On-Site Co-ordinator, in association with the other Controllers, will decide if it is necessary to establish a Body Holding Area at the site. The Body Holding Area, if established, should be situated close to the Casualty Clearing Station.

Major Emergency Management members of An Garda Síochána will staff this area and they will maintain the necessary logs to ensure the continuity of evidence. It should be noted that the Body Holding Area is not the appropriate place for the prolonged storage of the dead and appropriate arrangements should be made to ensure minimal delay in moving bodies to a mortuary (temporary or otherwise).

Where circumstances require it, a Temporary Mortuary may be established. This decision should be made by the Local Co-ordination Group, in consultation with the Coroner. There may be requirements for large scale artic trailer refrigeration units to be provided for temporary storage.

**The Provision of a Temporary Mortuary is the responsibility of the Local Authority.**

## Section 9

---

### Plan for Regional Level Co-ordination

---

- 9.1 Depending on the scale of the Major Emergency it may be necessary to escalate the level of response from a Local one to that of a Regional Level Response. This is a decision for the Chair of the Local Co-ordination Group.

The scale, complexity or likely duration of some emergencies may be such that significant assistance is required from neighbouring or other regions of the country, or from outside the state.

**The decision to seek assistance from outside the region should be made by the lead agency, in association with the other principal response agencies, at the Local/Regional Coordination Centre.**

The Local/Regional Co-ordination Group should identify and dimension the level/type of assistance likely to be required and its duration. It should also seek to identify the possible options for sourcing such assistance, be that from neighbouring regions, elsewhere in the state, from Northern Ireland, the rest of the United Kingdom or from other EU Major Emergency Member states.

**Regional Co-ordination Groups needing assistance from neighbouring regions, including border regions needing assistance from Northern Ireland, should make the request directly (on a mutual aid basis).**

A Regional Co-ordination Group may also request assistance from Government. National resources will be available in the event of a major emergency at local or regional level.

**Requests for assistance should be developed at local or regional co-ordination level and directed by the lead agency to the lead Government Department.**

The European Community has established a Community Mechanism to facilitate the provision of assistance between the Major Emergency Management member states in the event of major emergencies.

**Requests for such assistance should be made by the chair of the Local or Regional Coordination Group to the National Liaison Officer at the Department of the Environment, Heritage and Local Government.**

The Location of the Regional Co-ordination Centre will be at one of the locations previously highlighted (i.e. Floor 3, Fire Station, Anglesea St. or Ballyvolane Fire Brigade Training Centre), if the Cork City Council Local authority is identified as the Lead agency in the Regional Major Emergency Event.

## Section 10

---

### Links with National Emergency Plans

---

- 10.1 The Structures and resources within this plan may be activated by appropriate national bodies in certain circumstances. National bodies, operating in accordance with National Emergency Plans, may call upon the principal response agencies to assist in responding to, or to perform their normal functions / roles arising from a national emergency.

The envisaged roles can include:

- Monitoring and / or reporting on the impact of the emergency in the functional area of the agency.
- Undertaking pre-assigned roles in National Emergency Plans, such as co-ordinating / implementing certain countermeasures in their functional area.
- Undertaking relevant tasks following an emergency / crisis; or acting as a communications and co-ordination conduit

This plan may be activated by one of the other principal response agencies on request to one of those agencies from a body acting under the provision of one of the following National Emergency Plans

- National Emergency Plan for Nuclear Accidents
- Public Health (Infectious Diseases) Emergency Plan
- Animal Health Plan

- 10.2 This Plan may be activated by any one of the principal response agencies in response to a request from Irish Coast Guard following a threatened or actual emergency in the Irish Maritime Search and Rescue region.
- 10.3 This Major Emergency Plan may be activated by any one of the principal response agencies on request to those agencies from a Minister of Government in light of an emergency / crisis situation.

**Section 11**

---

**Severe Weather Plans**

---

**Refer to Appendix 3**



## Section 12

---

### Site and Event Specific Arrangements and Plans

---

- 12.1 Arising from the risk assessment process described in Section 3 of this plan, several sites were identified where specific plans / arrangements exist for responding to emergencies.

Where such plans exist they have been included in the Appendices to this plan.

Sites / Organisations where Emergency plans are in existence are:

- a) Top Tier COMAH (Control of Major Accident Hazard) sites;
  - 1) Flogas, Tivoli, Cork
  - 2) Calor Gas, Tivoli, Cork
  - 3) Grassland Agro Fertilisers, Carrigrohane Road, Cork
- b) Cork Airport Interagency Emergency Plan
- c) Jack Lynch Tunnel Interagency Emergency Plan
- d) Kent Rail tunnel Interagency Emergency Plan (in progress)
- e) Cork City Council – Directorate Sub Emergency Plans
- f) Port of Cork Emergency Management Plan
- g) Severe Weather Plan – see Appendix 3

## Section 13

---

### The Recovery Phase

---

- 13.1 Support for Individuals and Communities
- 13.1.1 Cork City Council will support individuals and communities affected by the emergency during the recovery phase through assistance with housing, sanitation, counseling requirements
- 13.1.2 Public appeals and external aid are to be organised and managed through the Media Liaison Officer and his/her support team/directorate.
- 13.2 Cork City Council will co-ordinate its own resources and those of private contractors for clean up of sites / removal of debris / decontamination of sites of emergency.
- 13.3 Restoration of infrastructure and services is vital and will be a priority within the council after a major emergency. Its own engineering departments in conjunction with private contractors, utilities will strive to re-instate any affected infrastructure/services as a priority.
- 13.3.1 From the earliest stage, it may be appropriate to appoint a recovery working group to plan ahead and monitor the ongoing situation
- 13.3.2 The specific requirements for Cork City Council during the recovery phase are:
- Clean-up
  - Rebuilding the community and infrastructure
  - Responding to community welfare needs (e.g. housing); and
  - Restoration of services
- 13.3.3 It is vital that the site / location of the major emergency be continually monitored by internal departments of the local authority and external agencies such as EPA, HSA to provide adequate Protection measures against continuing hazards that may exist at the site.

## **Section 14**

---

### **Review of the Major Emergency Plan**

---

- 14.1        The Major Emergency Plan will be reviewed regularly and a revised Major Emergency Plan will be issued as deemed appropriate.
- 14.2        Following relevant exercises, the Major Emergency Plan will be reviewed through the Regional Working Group structure allowing for any amendments to be incorporated into the regional plan as necessary.
  - 14.2.1      A regular appraisal of the Southern Regional level of preparedness shall also be documented by the agency holding the chair of the Regional Steering Group.
  - 14.2.2      The Major Emergency Plan will be available to the Department of the Housing, Planning, Community and Local Government as required.
- 14.3        Following every activation of the Major Emergency Plan, it will be reviewed and reported upon through the Regional Working Group structure.
  - 14.3.1      Cork City Council will carry out and document a regular appraisal of its preparedness for major emergency response when the Framework is in use.
  - 14.3.2      The co-ordination function will be reviewed and reported upon externally and jointly with other principal response agencies through the Regional Working Group Structure.

## Section 15

---

### Appendices

---

15.0 Appendices are set out in the following section to provide for greater detail in a number of key areas.

**Appendix 1 : Major Emergency Mobilisation Procedure**

**Appendix 2 : Local Co-ordination Group Mobilisation Procedure**

**Appendix 3 : Cork City Council Severe Weather Plan, Flood Plan  
And Directorate Sub Plans**

**Appendix 4 : Defence Forces Procedure**

**Appendix 5 : Flogas External Emergency Plan**

**Appendix 6 : Calor Gas External Emergency Plan**

**Appendix 7 : Kent Rail Tunnel Interagency Emergency Plan**

**Appendix 8 : Grassland Fertilizers External Emergency Plan**

**Appendix 9 : Port of Cork Emergency Management Plan**

**Appendix 10: Cork Airport Interagency Emergency Plan**

**Appendix 11: Jack Lynch Tunnel Interagency Emergency Plan**

**Appendix 12: Useful Contact Details**

**Appendix 13: Voluntary Emergency Services Report**

**Appendix 14: Schematic Diagram Illustrating Command, Control  
and Co-ordination Levels and Information Flows**

**Appendix 15: Typical Site Arrangement**

**Appendix 16: Managing Hazardous Material Incidents**

**Appendix 17: Fatal Casualties**

**Appendix 18: Glossary of Terms and Abbreviations**