KILDARE COUNTY COUNCIL

MAJOR EMERGENCY PLAN

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Approved by:	Sonya Kavanagh Chief Executive Kildare County Council

Record of Issues and Amendments

Amendment No.	Version No.	Date	Section Amended	Amended By

Foreword

Kildare County Council recognises that planning and preparing for potential emergencies is an essential function of the Local Authority. The continued development of this plan is one of the many elements of that preparation that is carried out by Kildare County Council.

Although major incidents or disasters are very rare, they can strike suddenly and unexpectedly often with devastating effects. Whatever their cause it is important that this Council be well prepared should the unexpected happen. Some of these incidents may have little impact on the local community; others may require the activation of a Plan to deal with emergencies which are beyond the normal capabilities of the Emergency Services.

The most important thing is to be prepared to respond quickly and effectively to restore order and normality, to learn from the experience and instill confidence both within the Council and amongst the general public. It has always been the aim of Kildare County Council to ensure that it carries out continuous development of an integrated, flexible emergency management capability, enabling the Council to deal effectively with any major emergency, whether foreseen or unexpected.

Kildare County Council aims to strengthen this position with the development of this Major Emergency Plan. The Council anticipates that this Plan will enable Kildare County Council to fulfil our commitments locally, regionally and nationally in the area of Major Emergency Planning. This Plan will integrate with those of our colleagues in the other Principal Response Agencies, namely, An Garda Síochána and the Health Services Executive.

This Plan has been prepared in accordance with the requirements of the government decision and is consistent with the guidelines 'A Framework for Emergency Management' (2006). It is issued for the guidance of personnel within Kildare County Council who may be involved in a major emergency situation. The aim is to provide a

basis for standard procedures and an inter-agency coordinated effort for the protection of life and property. It also aims to minimise disruption to the functional areas of the Kildare Local Authorities and to offer both immediate and long-term support and welfare to the public, in times of emergency. It provides for the collective preparedness of the principal response agencies to ensure a prompt and effective coordinated response to any major emergency. Elements of this plan may be utilised to deal with other serious events within Kildare or involving Kildare County Council even if these have not been declared as a Major Emergency. It has been the experience of Kildare County Council in recent times that adopting the approaches outlined for managing major emergencies has been a benefit when dealing with challenging incidents affecting the Local Authority such as severe weather, the Covid-19 pandemic or the need for temporary housing as a result of the war in Ukraine.

Major emergencies or significant events can be challenging times for all who have responsibilities when a serious incident occurs and there is no substitute for being prepared through planning, training and exercising. Kildare County Council is no exception. Emergency Planning is an ongoing process, and all who have a part to play are continually seeking to learn lessons from the past and develop improved arrangements for the future.

Signed:

Fintan Brett
Cathaoirleach
Kildare County Council

Signed:

Sonya Kavanagh
Chief Executive
Kildare County Council

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Section 1: Introduction to the Major Emergency Plan

Section 1

Introduction to the Major Emergency Plan

1.1 Introduction to the Major Emergency Plan

A Major Emergency is any event which, usually with little or no warning, causes or threatens death or injury, serious disruption of essential services or damage to property, the environment or infrastructure beyond the normal capabilities of the Principal Emergency Services in the area in which the event occurs, and requires the activation of specific additional procedures and the mobilisation of additional resources to ensure an effective, coordinated response.

The Major Emergency Plan is designed primarily to provide for the protection, support and welfare of the public in times of emergency. The Plan therefore provides for the collective preparedness by the Principal Response Agencies so as to ensure a prompt and effective co-ordinated response by them to a major emergency.

1.2 Preparation of the Plan

The Major Emergency plan for Kildare County Council has been prepared in accordance with the requirements of the Government and is consistent with the Government issued document 'A Framework for Major Emergency Management' 2006. The plan should therefore be read in conjunction with this framework. The purpose of this plan is to put in place arrangements that will enable the three Principal Response Agencies (An Garda Síochána, the Health Service Executive and the Local Authorities) to coordinate their efforts whenever a major emergency occurs.

The systems approach to Major Emergency Management (Fig. 1.1) involves a continuous cycle of activity. The principal elements of the systems approach are:

- Hazard Analysis/ Risk Assessment

- Mitigation/ Risk Management

- Planning and Preparedness

- Coordinated Response

- Recovery.

Fig. 1.1 Five Stage Emergency Management Paradigm

1.3   The objectives of the Plan

The objectives of the Major Emergency Plan are to protect life and property, to minimise disruption to the County of Kildare and to provide immediate support to those affected. To achieve these objectives, the Major Emergency Plan sets out the basis for a coordinated response to a major emergency and lays down the different roles and functions to be performed by Kildare County Council and by the other Principal Response Agencies.

Kildare County Council aims to carry out its objectives in a Major Emergency by offering:

- Protection and care of the public at times of vulnerability

- Clear leadership in times of crisis

- Early and appropriate response

- Efficient and coordinated operations

- A realistic and rational approach and the capability to deliver it

- Transparent systems

- Harnessing community resilience

- The ethos of self-protection

- Maintenance of essential services

- Safe working systems

1.4   The scope of the Plan

The Major Emergency Plan is designed primarily for the protection, support and welfare of the public in times of emergency. Therefore, the plan provides for a coordinated response to an emergency which is beyond the normal capabilities of Kildare County Council, An Garda Síochána or the HSE. Activating the plan or utilising elements outlined in the plan is not contingent on the declaration of a Major Emergency in Kildare. It may be suitable to operate sections of the plan in times of crisis that are significantly challenging but that have not been declared as a Major Emergency.

1.5 The relationship/inter-operability with other emergency plans

The Kildare County Council Major Emergency Plan should be read in conjunction with other emergency plans and schemes. Kildare County Council will also maintain emergency/sub-plans for specific sections/areas and this plan is fully inter-operable with those plans during a Major Emergency. The plan is also cognisant of other major emergency plans (which will be activated during a crisis) such as those within the HSE and An Garda Síochána and is fully inter-operable with these plans.

1.6 The language/terminology of the Plan

In situations where different organisations are working together, they need a common vocabulary to enable them to communicate effectively. This document provides for the use of common terminology and a full set of relevant terms and acronyms is provided in Appendix A. Some key terms are defined within each individual section for ease of reference.

1.7 The distribution of the Plan

A copy of the plan will be posted on the Kildare County Council website www.kildare.ie/countycouncil. All details of a confidential nature will be omitted from copies accessible to the public. A full copy of the plan and each of the sub-plans will be available on the Major Emergency Extranet. Hard copies of the plan will be distributed to all persons named in the distribution list provided in Appendix B.

In addition to the plan Kildare County Council will produce a Major Emergency Handbook Which should be used as an aide memoir to support Kildare County Council staff in managing a Major Emergency or significant crisis in Kildare.

1.8   Review/Update of the Plan

The Major Emergency Plan will be reviewed on an annual basis. If deemed necessary, the Plan may be updated and/or reviewed after each Major Emergency Exercise has been carried out. Full review of the plan will take place after its activation in a real emergency.

The Major Emergency Handbook is reviewed on a regular basis as it contains a comprehensive list of contacts that may be required during a Major Emergency. The most up to date version of the Major Emergency Handbook and all documents relating to Major Emergency Plans are available to staff on the Major Emergency Extranet.

1.9   Public access to the Plan

The Major Emergency Plan will be available to the public in hard copy format in the following locations:

- The Reception Desk in Áras Chill Dara, Naas, Co. Kildare.

- All Libraries in Co. Kildare

A copy of the plan will also be posted on Kildare County Council's public website at www.kildare.ie/countycouncil. All details of a confidential nature will be omitted from copies accessible to members of the public.

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Section 2: Kildare County Council and its Functional Area

Section 2

Kildare County Council and its Functional Area

2.1 Functions of the Council and its response capability

This plan applies to the functional area of Kildare County Council including the five municipal districts (See Figure 2.1 and Appendix D). In the event of a Major Emergency, the role of Kildare County Council is to ensure life safety by providing a top class emergency service. Kildare County Council will ensure that danger areas are made safe in order to permit other Agencies to undertake their recovery and rehabilitation operations. In the immediate aftermath of an incident, principal concerns include support for the other emergency services, support and care for the local and wider community, mitigation of the effects of the emergency and coordination of the voluntary organisations. In the 'recovery' phase, Kildare County Council will be responsible to lead and coordinate the rehabilitation of the community and the restoration of the environment (See Section 13). The functions of Kildare County Council in response to a Major Emergency may be found in Appendix I.

2.2 Boundaries and characteristics of County Kildare

Kildare is an inland county situated in the east-central part of Ireland. It occupies an area of 418,645 acres (169,426 hectares) which consist of a fertile plain with upland areas mainly on the eastern county boundary. Kildare is bordered by the counties of Carlow, Laois, Meath, Offaly, Dublin and Wicklow. (See Figure 2.2 and Appendix D)

Census 2016 outlines that the total population within County Kildare was 222,504, consisting of 110,546 males and 111,958 females across 73,348 households.

Population by age group:

- 0 – 24: 81,517
- 25 – 64: 118,973
- 65+: 22,014

The river and canal networks are important landscape features within the county. The River Barrow and the River Liffey form the river valleys, which are main aspects of the county landscape and present major water catchment areas. The River Liffey runs through the eastern part of the county, reaching as far as Newbridge and running into the Poulaphuca Reservoir at Ballymore Eustace, characterising the north-eastern share of the county. The River Barrow, together with the Black River and the Slate River typify the western county boundary. The Rye Water River (a tributary of the River Liffey) runs along the northern County boundary. The Grand Canal and the Royal Canal are also significant features in the landscape of County Kildare.

Figure 2.1. Map indicating location of Co. Kildare

2.3 Partner Principal Response Agencies and their assigned functions

The other agencies designated by the Government to respond to major emergencies are:

- An Garda Siochana
- Health Service Executive

The functions of these Response Agencies may be found in Appendix I.

2.4 The region to which the Council belongs and the areas from which it may receive mutual aid (or may contribute aid to)

Ireland consists of eight regions for Major Emergency Management purposes. These regions are shown on Figure 2.2 below. County Kildare belongs to the Eastern Region which includes Co. Wicklow, Co. Dublin (including Dublin City, Fingal, Dun Laoghaire/Rathdown and South Dublin County Councils).

Support may be obtained via mutual aid arrangements with neighbouring Principal Response Agencies, where the resources of the County Council do not appear to be sufficient to bring a situation under control, or the duration of an incident is extended.

Under certain specific circumstances, regional level major emergencies may be declared, and a plan for Regional Level Coordination activated. This will provide

for mutual aid, support and coordination facilities to be activated in a region. (See Section 9)
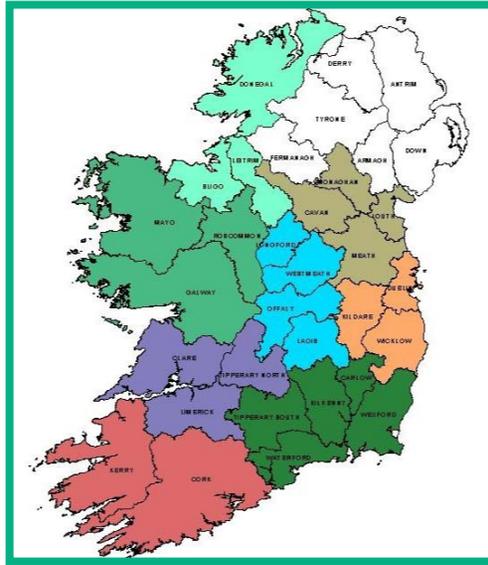
Figure 2.2   Map of Major Emergency Management Regions

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Section 3: Risk Assessment for the Area

Section 3

Risk Assessment for the Area

3.1   History of emergency events

Kildare County Council has recorded only one event which necessitated the activation of the Major Emergency Plan. This event was a train crash involving two trains and it occurred in August 1983. The crash occurred when a train, which had run out of fuel and stopped on the tracks at Cherryville Junction in Co. Kildare, was hit by a second train from the rear. Seven people were killed and fifty-five were injured in the incident.

The Covid-19 pandemic was a national emergency and a global event that significantly impacted on all elements of society. Many of the activities undertaken to maintain key services with the Council during the pandemic will benefit the organisation in managing and responding to future emergency events.

3.2   The general and specific risks that may be faced locally and regionally

A list of the risks identified for County Kildare are contained in Appendix C of this document. They have been assessed for the likelihood of occurrence in County Kildare and the severity of impact that each may have of the population and activities within the County.

A comprehensive exploration of the risks that have been identified as potentially affecting the Eastern region are set out in the Regional Risk Assessment. Some of these risks will be similar to the risks identified for County Kildare however the regional assessment examines how issues can affect the wider region which covers six separate Local Authority areas.

In addition a National Risk Assessment is available detailing the current and future risks that exist for Ireland.

3.3 Scenarios selected as exemplars on which preparedness is based.

From the list of risks that have been assembled for Kildare (see appendix C) a number have been identified as exemplars upon which preparedness will be based:

The following scenarios were selected by Kildare County Council;
1. Civil - Major Crowd Safety - Crushing
2. Civil – Public Health Pandemic
3. Civil – Utilities – Loss of water
4. Natural – Meteorological – Severe Cold/Snow
5. Technological – Fire – Nursing Home
6. Technological – Industrial Incident – Explosion
7. Transportation – Rail – Collision
8. Transportation – Road – Motorway Accident

3.4   Risk reduction strategies

The All-Hazard Risk Assessment process resulted in a schedule of Hazards. Risk management/mitigation/reduction strategies were examined where their elimination was not feasible.

The Risk Assessment process comprises four stages (as outlined in the Framework document)

1.   Establishing the context
2.   Hazard identification
3.   Risk assessment
4.   Recording potential hazards on a risk matrix

A summary of the Risk Assessments carried out for Kildare County Council are contained within Appendix C.

3.5   Site/event specific emergency plans and links between these plans and the Major Emergency Plan

The following site/event specific plans exist within County Kildare.
- The Internal and External Major Emergency Plan for Irish Industrial Explosives, Enfield
- The Internal Major Emergency Plan for Intel Ireland Ltd. Leixlip
- Event Management Plans developed for festivals/concerts
- Event Management Plans developed for major sporting events

In addition, Kildare Fire Service has created detailed Pre-Incident Plans for a number of premises in County Kildare that have been identified as potentially

high risk. The list of Pre-Incident Plans is monitored with additional plans created as required.

There are currently no event plans prepared for what are relatively small-scale local festivals held at temporary venues around the County.

Kildare County Council's Major Emergency Plan will take precedence over any conflict with existing site/event specific plans (Section 12).

CONTENTS

Section 4: Resources for an Emergency Response

Section 4

Resources For an Emergency Response

4.1   Structure/resources/services of the Council

Kildare County Council Senior Management Team is structured as shown in Fig 4.1

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│        │        │        │        │        │           │
│Corporate│Roads,  │Economic,│Water  │Planning│           │
│Services │Transport-│Community│Services│&      │           │
│& Housing│ation & │& Cultural│& Envir-│Strategic│          │
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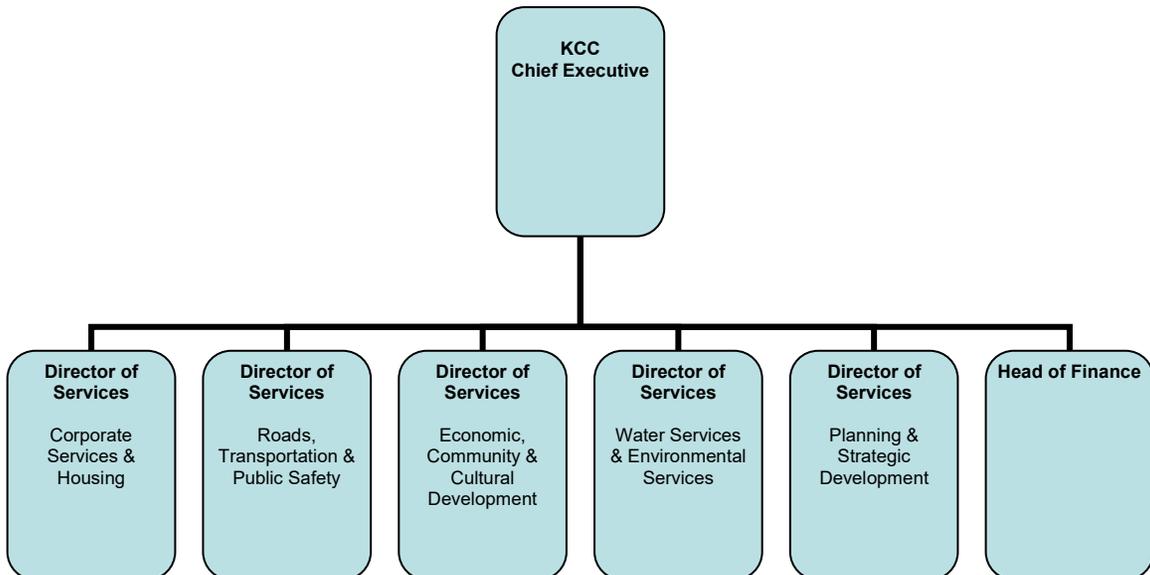
Fig 4.1

Kildare County Council will respond to any Major Emergency in its assigned role as defined in the framework for Major Emergency Management. The functions of Kildare County Council are listed in Appendix I of this plan.

All departments of Kildare County Council will respond and assist as directed by the Crisis Management Team or the Controller of Operations for Kildare County Council.

4.2 Voluntary staffing arrangements (call-in of off-duty staff)

Staff from Kildare County Council will be mobilised, as required, by Controller of Operations, Crisis Management Team, Local Coordination Group etc. The response from the Civil Defence is completely subject to the availability of volunteers.

4.3 How resources of the Council are matched to its functions

Kildare County Council have identified, matched and formally nominated individuals and alternates to key roles to enable them to function in accordance with the common arrangements set out in this plan. The holders of Key Roles and their contact details are listed in the Major Emergency Handbook.

4.4 Other Agencies that may be mobilised to assist the Council

The following agencies may be utilised to assist the Kildare County Council in a Major Emergency;

- The Defence Forces
- Civil Defence
- Irish Water
- The Irish Coast Guard
- The Irish Red Cross
- The Voluntary Emergency Services Sector
- The Community Affected
- Utility Providers

- The Private Sector

Refer to Section 7.10 of this Document.

4.4.1 Civil Defence

The Civil Defence is a body of volunteers trained in the disciplines of First Aid, rescue, fire, welfare, water-based activities, search and recovery. The Civil Defence are available to help with any area assigned to them to assist Kildare County Council or upon request to any other Statutory Service. The response provided by the Civil defence is always subject to the availability of volunteers.

4.4.2 The Defence Forces

The Defence Forces can provide a significant support role in a Major Emergency response. The provision of Defence Forces capabilities is dependent on the constraints of the service and resources available at the time. The defence Forces can be dealing with simultaneous requests for assistance at any particular time and assumptions should therefore not be made regarding the availability of Defence Forces resources or materials to respond to a Major Emergency.

It is recognised that assistance requested from the Defence Forces should be either in Aid to the Civil Power (An Garda Síochána), primarily an armed response or in Aid to the Civil Authority (Local Authority or Health Service Executive) unarmed response.

All requests for Defence Forces assistance should be made to the Defence Forces, Current Operations Section, Cathal Brugha Barracks, Rathmines, Dublin.

4.4.3 The Irish Red Cross

The Irish Red Cross is established and regulated under the Red Cross Acts, 1938-54. These statutes define a role for the Irish Red Cross as an auxiliary to the state authorities in time of emergency and also provide a specific mandate to assist the medical services of the Irish Defence Forces in time of armed conflict. The main relationship with the Principal Response Agencies in a major emergency response is as an auxiliary resource to the ambulance services. Subsidiary search and rescue and in-shore rescue units of the Irish Red Cross support An Garda Síochána and the Irish Coast Guard. In the past, the Government has instituted hardship relief schemes, administered by the Red Cross, in the aftermath of a number of emergencies. Refer to Section 7.10 of this Document.

4.4.4 Voluntary Emergency Services Sector

Other Voluntary Emergency Services in the area include:
- Order of Malta Ambulance Corps
- St. John's Ambulance Service
- Naas Sub-Aqua Club

4.4.5 The Community Affected

It is recognised that communities are resilient and will be part of the response to a disaster, rather than allowing themselves to be simply victims of it. When engaged in the response and accurately informed about the emergency they are more likely to recover and to restore normality quickly, with fewer long-term consequences.

At an early stage the On-Site Coordinator, in association with the other Controllers, should determine if ongoing assistance is required from "casual

volunteers'' within the community, so that An Garda Síochána cordoning arrangements can take account of this.

4.4.6 Utilities

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 (e.g. electricity supply in the aftermath of a storm).

It is important that there is close coordination between the Principal Response Agencies and utilities involved in, or affected by, an emergency. Utilities operate under their own legislative and regulatory frameworks but, during the response to an emergency, they need to liaise with the On-Site Coordinator. It is also recommended that representatives of individual utilities on site should be invited to provide a representative for the On-Site Coordination Group. It is recommended that individual utilities be invited to attend and advise the Local Coordination Groups. Contact Details are contained in the Major Emergency Handbook.

4.4.7 Private Sector

Private sector organisations may be involved in a Major Emergency situation in two ways. They may be involved 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 equipment, which would not normally be held or available within the Principal Response Agencies. Resources available externally from the County Council are contained in the Major Emergency Handbook.

4.5 Mutual-aid sought from neighbours

The Chair of the Local Coordination Group may request assistance from a neighbouring county or declare a regional level emergency and activate the Plan for Regional Level Coordination (see Section 9). The regions for response purposes need not coincide necessarily with the pre-determined regions for preparedness (See Figure 2.2) i.e. Kildare may request assistance from counties other than Dublin and Wicklow.

This may occur where the nature of an emergency is such that:

- the resources available in the local area where the incident happens do not appear to be sufficient to bring the situation under control in an expeditious and efficient manner
- the consequences of the emergency are likely to impact significantly outside of the local area
- the incident(s) is spread across more than one Local Authority or Division of An Garda Síochána
- the incident occurs at or close to a boundary of several of the Principal Response Agencies.

4.6 Regional level of coordinated response

The Lead Agency, which has declared the regional level emergency, will convene and chair the Regional Coordination Group. The method of operation of a Regional Coordination Centre will be similar to the Local Coordination Centre.

4.7   National/International assistance

If the incident requires more than the resources available on a regional level the Chair of the Local Coordination Group may request assistance nationally or internationally in accordance with procedures set out in Section 10.1 for declaring a National Major Emergency.

CONTENTS

Section 5: Preparedness for a Major Emergency Response

Section 5

Preparedness for a Major Emergency Response

5.1 Incorporation of Major Emergency Management into the Council's business planning process.

The development of Kildare County Council's Major Emergency Plan is part of an emergency management development programme within the Local Authorities to ensure that all necessary arrangements (systems, people and resources) are in place to discharge the functions assigned to it.

5.2 Assignment of Responsibility

The Chief Executive, Directors of Services and the Major Emergency Management Committee for Kildare County Council are responsible for all internal 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.

5.3 Key roles identified in the Major Emergency Plan

Kildare County Council has nominated individuals and alternates to the key roles to enable the Council to function in accordance with the common arrangements set out in its Major Emergency Plan. The list of persons nominated for Key Roles (and their Deputies) can be found in the Major Emergency Handbook.

5.4 Support teams for key roles

The Key Role appointment holders listed in the Major Emergency Handbook will identify personnel to form his/her support team, which will help the Key Role appointment holder initiate an effective response to a Major Emergency.

5.5 Staff development programme

The tasks arising from the major emergency management arrangements involve a significant level of development activity, both within Kildare County Council and jointly with our regional partners. In parallel with risk assessment and mitigation processes and the preparation of the Major Emergency Plan, Kildare County Council delivers initial and refresher training for staff (subject to the availability of staff and resources), so that in a major emergency Kildare County Council will be in a position to respond in an efficient and effective manner and discharge the assigned functions.

5.6 Training programme for those staff holding key roles

The staff nominated for the Key Roles and their support teams identified will be provided with training as necessary on an ongoing basis (subject to the availability of staff and resources). This training will be specifically designed to develop their skills and abilities with regard to their roles for Major Emergency Management, at both inter-agency and local level.

5.7 Implementation of an internal exercise programme

Kildare County Council will conduct internal exercises (subject to the availability of staff and resources) to raise awareness, educate individuals on their roles and the roles of others and promote coordination and cooperation, as well as

validating plans, systems and procedures. The exercise programme will follow the guidelines issued by the Department of Environment, Heritage and Local Government.

5.8   Joint/inter-agency training and exercise programmes

All personnel involved in Major Emergency Planning will be required to participate in inter-agency training and exercises in order to ensure effective co-operation between all Principal Response Agencies during a Major Emergency. Joint inter-agency training will be provided at a Local and Regional level (subject to the availability of staff and resources).

5.9   The allocation of specific resources including a budget for preparedness

Kildare County Council will provide a budget for Major Emergency preparedness which reflects the expenditure required to meet the costs of implementing both internal preparedness as well as the Council's contribution to the regional level inter-agency preparedness.

5.10   Procurement and use of resources

It may be necessary to procure goods or services immediately to deal with the emergency. The arrangements to authorise procurement and use of resources (including engaging third parties) to assist in response to major emergencies are governed by the 'Local Government Act 2001: Part 12: Section 104'. Designated officers, including Controllers of Operations, are authorised to procure such goods or services and deploy resources necessary to deal with the situation when a Major Emergency is declared and where the normal procurement processes are not relevant or applicable.

5.11 Annual appraisal of preparedness within the Council

Kildare County Council will contribute to an annual appraisal of the regions preparedness for major emergency response. When completed this appraisal will be forwarded to the Eastern Regional Steering Group and the Department of Environment, Heritage and Local Government.

5.12 Steps taken to inform the public as to what action they should take in the event of an emergency

There may be situations where it will be crucial for Kildare County Council to provide timely and accurate information directly to the public on an emergency situation. This will be especially important where 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 Coordination Group will take over the task of coordinating the provision of information to the public as soon as it meets. This activity should be coordinated by the Lead Agency. A regional sub-plan for media has been prepared and will be utilised in any Major Emergency. The Local Coordination 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', social media, web pages, automatic text messaging, as well as through liaison with the media etc.

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Section 6: The Generic Command, Control and Coordination Systems

Section 6

The Generic Command, Control and Coordination Systems

6.1   Command arrangements

The Chief Executive, Directors of Services and the Major Emergency Management Committee for Kildare County Council are responsible for the Council's major emergency management arrangements and preparedness, as well as the effectiveness of the Council's response to any Major Emergency which occurs in its functional area.

6.1.1 Command arrangements within individual services belonging to the Council

Kildare County Council exercises command over its own resources in accordance with its normal command structure, command systems and arrangements including the Fire Service and Civil Defence. At the site of an emergency, Kildare County Council will exercise control over any additional resources that the Local Authority mobilises to the site (with the exception of the other PRA's).

6.2   Control arrangements

Kildare County Council may appoint a Controller of Operations at the site (or at each site) of the emergency. The officer in command of the initial response of each Principal Emergency Service should be the Principal Response Agency's

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Controller of Operations until relieved through the Agency's pre-determined process.

6.2.1 Control of all services/sections of the Council which respond

The Crisis Management Team will control all Kildare County Council personnel that respond to the emergency. The Crisis Management Team may appoint one of its members as the liaison person with the Controller of Operations on the site and this person shall set up a communications link with the Controller of Operations.The Controller Of Operations is empowered to make all decisions relating to his/her Council's functions but must take account of decisions of the On-Site Coordination Group in doing so. The Mandates of the Controller of Operations, On-site Coordinator, Local Coordination Group and Chair of the Local Coordination Group are detailed in the following paragraphs and in Appendix E.

6.2.1.1   Mandate of the Controller of Operations

The mandate of the Controller of Operations is set out below:

- To make such decisions as are appropriate to the role of controlling the activities of his/her Agency's services at the site (Controlling in this context may mean setting priority objectives for individual services; command of each service should remain with the officers of that service)

- To meet with the other two controllers and determine the Lead Agency

- To undertake the role of On-Site Coordinator, where the service s/he represents is identified as the Lead Agency

- To participate fully in the site coordination activity, including the establishment of a Site Management Plan

- Where another service is the Lead Agency, to ensure that his/her Agency's operations are coordinated with the other Principal Response Agencies, which includes ensuring secure communications with all agencies responding to the major emergency at the site

- To decide and request the attendance of such services as s/he determines are needed

- To exercise control over such services as s/he has requested to attend

- To operate a Holding Area to which personnel from his/her Agency will report on arrival at the site of the major emergency and from which they will be deployed

- To requisition any equipment s/he deems necessary to deal with the incident

- To seek such advice as s/he requires

- To maintain a log of his/her Agency's activity at the incident site and decisions made

- To contribute to and ensure information management systems operate effectively

- To liaise with his/her Principal Response Agency's Crisis Management Team on the handling of the Major Emergency

6.2.1.2 Mandate of the On-Site Coordinator

The mandate of the On-Site Coordinator is set out below:
- To assume the role of On-Site Coordinator when the three controllers determine the Lead Agency. Once appointed s/he should note the time and that the determination was made in the presence of the two other controllers on site

- To inform all parties involved in the response that s/he has assumed the role of On-Site Coordinator

- To determine which facility should be used as the On-Site Coordination 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 coordination purposes

- To ensure involvement of the three Principal Response Agencies and the principal emergency services (and others, as appropriate) in the On-Site Coordination Group

- To ensure that mandated coordination decisions are made promptly and communicated to all involved

- To ensure that a Scene Management Plan is made, disseminated to all services and applied

- To develop an auditable list of Actions (an Action Plan) and appoint an Action Management Officer where necessary

- To determine if and what public information messages are to be developed and issued

- To ensure that media briefings are coordinated

- To ensure that pre-arranged communications (technical) links are put in place and operating

- To ensure that the information management system is operated, including the capture of data for record purposes at regular intervals

- To ensure that the ownership of the Lead Agency role is reviewed and modified as appropriate

- To ensure that inter-service communication systems have been established and that communications from site to the Local Coordination Centre have been established and are functioning

- 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

- 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

- To coordinate external assistance into the overall response action plan

- To ensure that, where appropriate, pastoral services are mobilised to the site and facilitated by the Principal Response Agencies in their work with casualties

- 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

- 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 Coordination Group

- To ensure that all aspects of the management of the incident are dealt with before the response is stood down

- To ensure that a report on the coordination 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.

6.2.1.3 Mandate of the Chair of the Local Coordinating Group

The mandate of the Chair of the Local Coordinating Group is set out below:

- To contact the nominated members of the Local Coordination Group and confirm which Local Coordination 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 Coordination Group in performing its functions

- To activate the Local Coordination Centre and the appropriate support arrangements required to facilitate the Local Coordination Group

- To chair the Local Coordination Group and exercise the mandates associated with this position. The Local Coordination Group will comprise of representatives of the other two Principal Response Agencies, Information Management Officer(s), Media Liaison Officer or team, Action Management Officer(s) (where considered appropriate) Regional Major Emergency representatives of other agencies and specialists as appropriate

- If necessary, to decide and declare a regional major emergency

- If necessary, to activate a Regional Coordination Group

- To ensure that a report on the coordination 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.

6.2.1.4   Mandate of the Local Coordinating Group

Once it has been activated, the mandate of the Local Coordination Group is:

- To establish high level objectives for the situation and give strategic direction to the response

- To determine and disseminate the overall architecture of response coordination

- To anticipate issues arising

- To provide support for the on-site response

- To resolve issues arising from the site

- To ensure the generic information management system is operated

- To take over the task of coordinating the provision of information for the public as soon as it meets and use all available channels to make concise and accurate information available

- To decide and to take action to manage public perceptions of the risks involved, as well as managing the risks, during emergencies that threaten the public

- To coordinate and manage all matters relating to the media, other than on-site;

- To establish and maintain links with the Regional Coordination Centre (if involved)

- To establish and maintain links with the lead Government Department/National Emergency Coordination Centre

- To ensure coordination of the response activity, other than the on-site element

- To decide on resource and financial provision

- To take whatever steps are necessary to start to plan for recovery.

6.2.2 Control of external organisations/agencies

External organisations/agencies, which arrive on site, should make their presence known to the On-Site Coordinator. The On-Site Coordinator will then determine which Controller of Operations will be responsible for their command and control.

6.2.3 Support arrangements for the Control function

The Crisis Management Teams (CMT) from each of Principal Response Agency's provides support to the representative(s) at the Local Coordination Group. In addition, each CMT supports their own Controller of Operations on-site and maintains the Agency's normal day-to-day services.

Kildare County Council will have trained Information Management Officers at the scene and at coordination centre to support the work of the On-Site Coordinator and the Local and Regional Coordination Centres.

6.3   Coordination Arrangements

The coordination of the efforts of all Services is recognised as a vital element in successful response to major emergencies so that the combined result is greater than the sum of their individual efforts.

6.3.1 Lead Agency for coordination purposes

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 pre-determined and default Agencies for different types of emergencies are set out in Appendix G.

6.3.2 On Site Coordination function and support teams

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

The On-Site Coordinator will chair the 'On-Site Coordinating Group'. In addition to the On-Site Coordinator, this group should comprise the Controllers of Operations of the other two Agencies, Information Management Officer(s), Media Liaison Team, Action Management Officer(s) (where considered appropriate), representatives of other agencies and specialists as appropriate. The On-Site Coordinator should determine which facilities should be used as the On-Site Coordination Centre.

6.3.3 Coordination function at the Local/Regional Coordination Centres

The Local Coordination Group will comprise representatives of the other two Principal Response Agencies, Information Management Officer(s), Media Liaison Team, Action Management Officer(s) (where considered appropriate), representatives of other Agencies and specialists, as appropriate. The Local Coordination Centre shall be located at Level 7, Áras Chill Dara, Devoy Park, Naas, Co. Kildare. In general, it is the function of the Local Coordination Group to provide strategic level management for the immediate, medium and long-term consequences of the incident.

The Chair of the Local Coordination Group may declare a regional level emergency and activate the Plan for Regional Level Coordination. The key provision in ensuring coordination of the extended response is the activation of a 'Regional Coordination Group'. The primary function of the Regional Coordination Group is to maintain coordination of the Principal Response Agencies involved from the extended 'response region'. If Kildare County Council is the Lead Agency, which has declared the regional level emergency, they will convene and chair the Regional Coordination Group (RCG) unless an alternative mechanism is agreed upon to determine the chair of the RCG.

Any one of the nominated Local Coordination Centres may be used as a Regional Coordination Centre or a specific Regional Centre may be designated for this purpose. The choice of location will be determined in each situation by the Chair of the Local Coordinating Group declaring the regional level emergency and will depend on the location and nature of the emergency and any associated infrastructural damage.

6.3.4   Coordination in other specific circumstances

Where there is ambiguity regarding the On-site Coordinator, the three Controllers of Operations will meet and decide who will become the On-site Coordinator for the Incident. If considered necessary, representatives and specialist advisors of other agencies can meet with the On-site Coordinator to aid in decision-making.

6.3.4.1   Mutual aid and regional level coordination

The 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 Local Authorities. Where assistance is required from other Local Authority services across county and regional boundaries, these should be requested first from the local Emergency Control Centre. The Crisis Management Team and/or the Local Coordination Group should then be informed, in order that more formal contact can be made.

In certain situations, a regional level emergency may be declared. The Lead Agency, which has declared the regional level emergency, will convene and chair the Regional Coordination Group unless an alternative arrangement is agreed. See Section 9 for further details.

6.3.4.2 Incidents occurring on the County Council boundaries

Where incidents occur at, or close to, County boundaries, where the Local Authority is determined as the Lead Agency, the Controller of Operations of each Local Authority shall convene to determine who will assume control of the incident. Where 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.

6.3.4.3 Multi-site or wide area emergencies

Some major emergency events (e.g. severe storms, extensive flooding and/or blizzards) may impact over a wide area and, in such situations, a number of Local Coordination Groups may be activated. Where the chair of a Local Coordination Group, which has been activated in response to a major emergency, becomes aware that one or more other Local Coordination Groups have also been activated, contact should be made with the other Chair(s) with a view to considering the establishment of a Regional Coordination Centre.

Such a Regional Coordination Centre will normally be located at the Local Coordination Centre which, in the view of the chairs, is best positioned (in terms of resources, communications and geography) to coordinate the activity of the different Local Coordination Groups which are active. In such a situation, these Local Coordination Groups will continue to act as per standard arrangements and will communicate with the Regional Coordination Centre through their chairs.

Note: During a wide area Major Emergency, each Local Coordination Group will be in contact with the lead Government Department (in accordance with Section 6.3.4.5) and, in such a situation, the decision on whether the activities of a number of Local Coordination Groups should be coordinated via a Regional Coordination Centre or via the lead Government Department will be taken in light of the prevailing circumstances.

6.3.4.4 Links with National Emergency Plans

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. (Refer to Section 10.1 of this Document). Kildare County Council's Major Emergency Plan will operate as an integral part of any National Plans developed for scenarios affecting the population on a National Level.
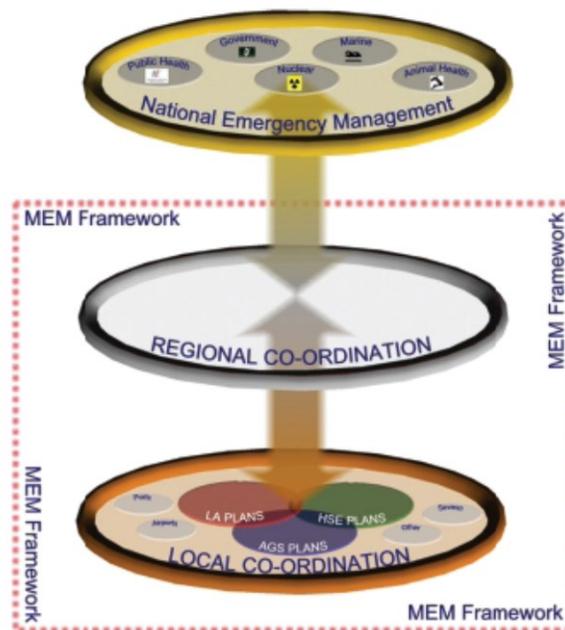
Figure 6.0   Linking Major Emergency Plans with National Plans and other Plans

6.3.4.5   Links with National Government

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 should consult and agree, on the basis of available information, which Government Department will be designated as Lead Department.

The arrangements for linking the local response to a major emergency with national level coordination 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 Coordination Centres are requested to become operational by the Lead Department. The configuration of Regional and Local Coordination Centres to be activated under this provision should be determined in light of the circumstances warranting the activation.

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Section 7

The Common Elements of Response

7.1 Activating the Major Emergency Plan

The Major Emergency Plan should be activated by whichever of the following Agencies first become aware of the major emergency:-

- Kildare County Council
- An Garda Síochána
- Health Service Executive

7.1.1 Declaring a Major Emergency

In order that an incident is optimally managed, it is vital that the highest-ranking member of each of the first Emergency Services to arrive on site carries out a situation appraisal. It is their task to survey the site and accumulate all available information, which may be used to decide if a Major Emergency should be declared. Senior Officers of Kildare County Council will be designated by the Chief Executive as having the responsibility to declare a Major Emergency. In addition to the Chief Executive the Authorised Officers in Kildare County Council are the Directors of Services and the Rostered Senior Fire Officers in Kildare Fire Service.

7.1.2 Procedures for Declaring a Major Emergency

There is a particular format and procedure for declaring a Major Emergency. This procedure is detailed in the following paragraphs. It is also detailed in the Major

Emergency Handbook. A Major Emergency should be declared in the following format:

> *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 Kildare County Council Major Emergency Plan.*

After the declaration is made, the Officer should then use the mnemonic **METHANE** to structure and deliver an information message.

The **METHANE** mnemonic is as follows:

Major Emergency Declared

Exact location of the emergency

Type of emergency (e.g. transport, chemical, fire etc.)

Hazards present and potential

Access/egress routes

Number and types of casualties

Emergency services present and required

The Eastern Regional Control Centre will inform the other two Principal Response Agencies involved that the Local Authority Major Emergency Plan is being activated.

7.2   Initial Mobilisation

The Eastern Regional Control Centre shall be the control centre to mobilise, support and monitor the Fire Service and other services requested/required by Kildare County Council and shall be the control centre to notify the appropriate personnel in response to the activation of the Major Emergency Plan. Mobilisation procedures have been provided to the ERCC, KCC Customer Service Team and the KCC out of hours service provider. These procedures are reviewed and maintained on an ongoing basis.

In some situations, there may be an early warning of an impending emergency. Mobilisation within Kildare County Council may include moving to a standby/alert stage for some of its services or specific individuals until the situation becomes clearer.

There may also be circumstances where the resources or expertise of Agencies other than the Principal Response Agencies will be required. In these situations the relevant arrangements outlined in the Major Emergency Plan will be invoked. No third party should respond to the site of a Major Emergency unless mobilised by one of the Principal Response Agencies through an agreed procedure.

7.2.1 Mobilisation of resources

When this plan has been activated, each Local Authority Service requested shall respond in accordance with the identified needs of the Major Emergency Management Committee.

7.3 Command, Control and Communication

7.3.1 Command, control and communication centre(s)

All declarations of a Major Emergency within Kildare must be notified to the Eastern Regional Control Centre. They in turn implement their part of the Kildare Major Emergency Plan by following the "ERCC Mobilistation Procedure". The activation of the plan by the ERCC will ensure that the other PRA's are notified about the declaration, the appropriate KCC personnel are alerted and that the Fire Service's Pre-determined Attendance will be activated.

In addition all activations of the Regional Plan must also be notified to the Eastern Region Emergency Control Centre in Townsend Street, Dublin. (See the Major Emergency Handbook for contact details)

7.4 Coordination Centres

7.4.1 On-Site Coordination

An on-site coordination centre will be deployed in the event of a Major Emergency for on-site operational support and command. This may be a dedicated vehicle, tent or an adjacent building that will accommodate all Principal Reponses Agencies.

7.4.2 The Council's Crisis Management Team

The Crisis Management Team will control all personnel from Kildare County Council that respond to the emergency. The members of the Crisis Management Team are the Senior Managers of Kildare County Council who will meet at the

Coordination Centre for Kildare County Council on Level 7 Áras Chill Dara in Devoy Park in Naas. See the Major Emergency Handbook for personnel forming the Crisis Management Team.

7.4.3 Local Coordination Centre

The pre-determined Local Coordination Centre for Kildare County Council is on Level 7 Áras Chill Dara in Devoy Park in Naas. This centre will be fitted with all the necessary command, control and communications equipment. All coordination centres will follow a generic model of operation. The generic centre illustrated below has the following characteristics.
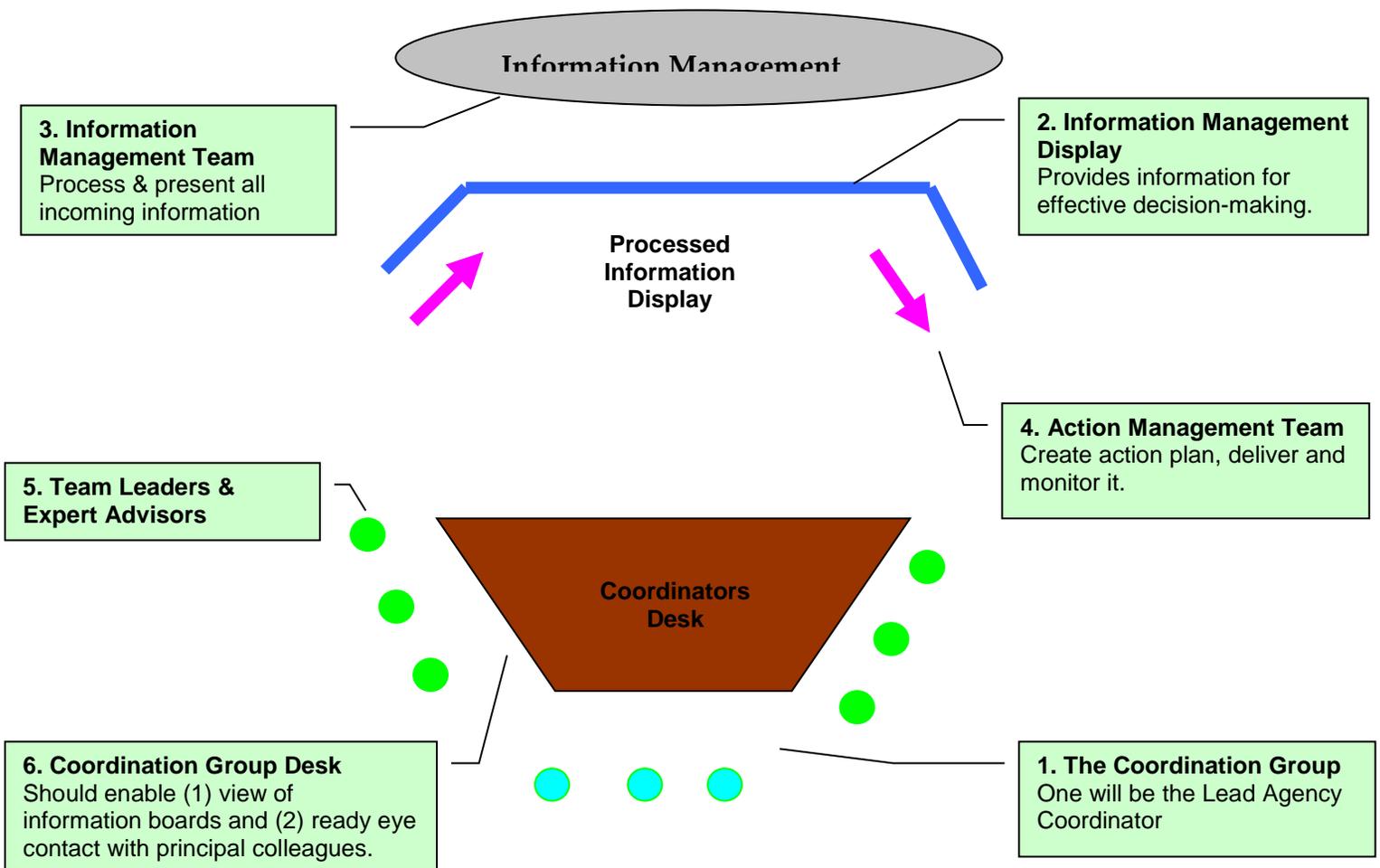
Fig. 7.1 Generic Coordination Centre

7.4.4 Pre-determined Regional Coordination Centre(s)

The Local Coordination Centres may act as a Regional Coordination Centre should the Major Emergency be scaled up to a regional level or an alternative suitable venue may be identified. (See Section 9)

7.4.5 Information Management System

Kildare County Council will have trained Information Management Officers at the scene to support the work of the On-Site Coordinator. Additionally Information Management Officers will be at coordination centres to support the Crisis Management Team and the chairs of the Local and Regional Coordination Groups. The Information Management Officer provides the principal conduit of information exchange between coordination centres and between these centres and the outside world. The role of the Information Management Officer is to obtain, process and present information to the main decision-makers. This role is key to the success of the information management process. Information Managers for Kildare County Council are listed in the Major Emergency Handbook.

A common information management system will be used by all coordination centres, from on-site upwards, through local and regional and on to national coordination levels, where appropriate.

7.5   Communications Facilities

7.5.1 Communications Systems within the Council

The Fire Service relies on technical communication facilities to enable it to function, both at the site and between the site and its command, control or

communications centre. These systems generally use private mobile radio (Tetra) for communication between vehicles and communication centres and hand-portable radio (UHF) for communication on site, or a combination of systems in some cases.

Communication systems serve command structures within services and it is neither necessary nor desirable that there is inter-agency radio communication at all levels. However, it is critical that robust arrangements for inter-agency communication on site(s) is provided for at Controller of Operations level as a minimum. For this purpose, the Fire Service can provide a set of hand-portable radios, dedicated specifically to inter-agency communication, to the site. (It is also crucial that there are appropriate communication links between different elements of the site management, as described in Section 7.9).

Facilities are also required to provide resilient communications between sites and Local Coordination Centres. Individual services will also need to be able to communicate with their own Crisis Management Centres. This may be achieved via their normal service command, control or communication centres.

Communications will be by way of:
- UHF radios
- Tetra radios
- VHF radios (LA Vehicles such as snow ploughs and gritters)
- Mobile Phones
- Mapalerter
- Text Alerting systems
- Email
- Teleconference and video conference

7.5.2 Inter-agency communication on site

Inter-agency communications on site shall be by way of hand portable radios provided by the Fire Service. The distribution of the hand portable radios will be at the discretion of the On-site Coordinator, subject to a minimum of one hand portable radio issued to each of the Controllers of Operations or their designated command support staff. With respect to other Agencies operating at the site the issue of hand portable radios will be subject to availability and the prioritisation by the On-site Coordinator.

7.5.3 Communications between site and coordination centres

The On-Site Coordinator should determine which facilities should be used as the On-Site Coordination Centre. Depending on the circumstances this may be a tent or other temporary structure or an appropriate space/building adjacent to the site. Each Controller of Operations should ensure that secure communication has been established between his/her control point and the Principal Response Agency's Crisis Management Team at headquarters. The On-site Coordination team will be supported by the work of trained Information Management Officers at the scene and at the coordination centres. Communications between the site and the co-ordination centre will be facilitated by way of the radio/phone system available to relevant personnel at the time. The Information/Communication Flows between the site, Local Coordination and Central Government (if required) are illustrated in Figure 7.1 below:
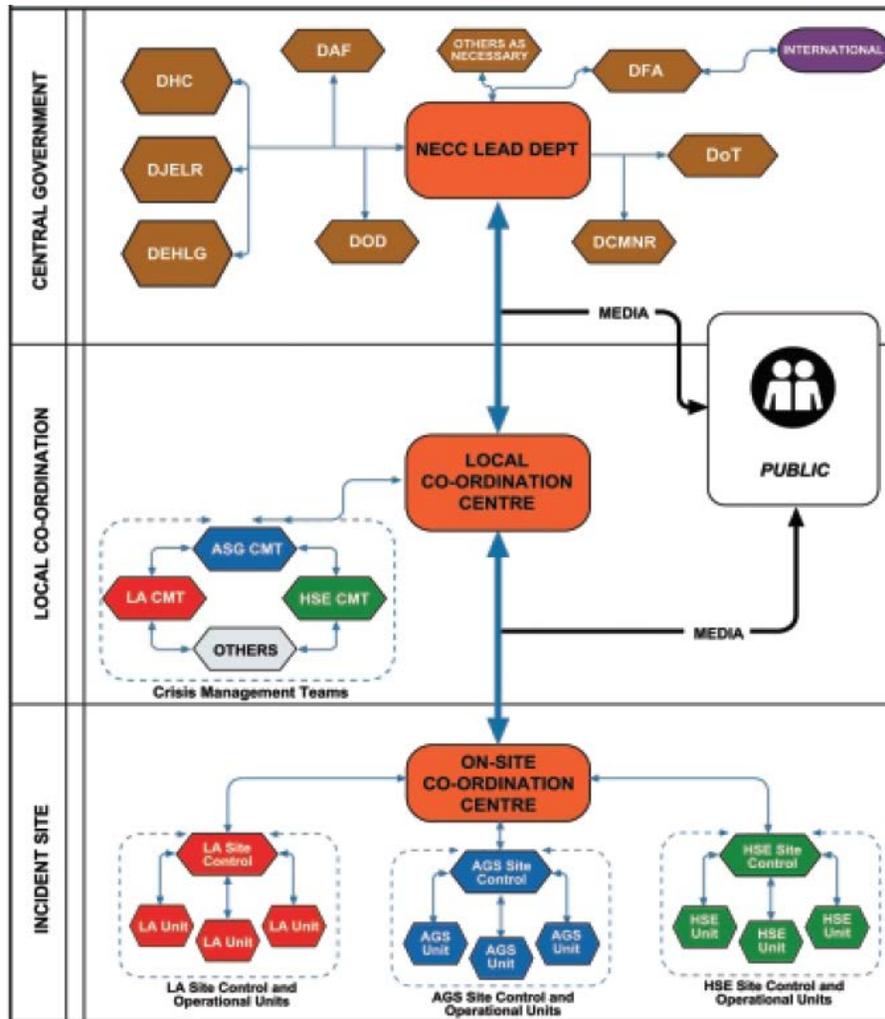
Fig. 7.1   Information/Communication Flow

7.6   Exercising the Lead Agency's Coordination Roles

7.6.1 Determination of Lead Agency

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 will assume responsibility for leading coordination. The Lead Agency has both the responsibility and mandate for the coordination function. See Section 6.3.1 and Appendix G of this Document for further details.

7.6.2 Review of Lead Agency

The Lead Agency role may change over time to reflect the changing circumstances of the emergency. Ownership of the Lead Agency 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.

7.6.3 Council's Coordination Function during Major Emergencies

In the event of Kildare County Council being assigned the Lead Agency role, it will be assigned the responsibility for the coordination function (in addition to its own functions) and it should lead all of the coordination activity associated with the emergency both on-site and off-site, and make every effort to achieve a high level of coordination.

The functions of the Lead Agency for any emergency include:
- Ensuring involvement of the three Principal Response Agencies and the principal emergency services in sharing information on the nature of the emergency situation
- Ensuring involvement of a range of organisations (other than Principal Response Agencies) who may be requested to respond in coordination of activities and arrangements
- Ensuring that mandated coordination decisions are made promptly and communicated to all involved
- Ensuring that site management issues are addressed and decided

- Ensuring that public information messages and media briefings are coordinated and implemented

- Ensuring that pre-arranged communications (technical) links are put in place and operating

- Operating the generic information management systems

- Ensuring that the ownership of the Lead Agency role is reviewed, and modified as appropriate

- Ensuring that all aspects of the management of the incident are dealt with before the response is stood down

- Ensuring that a report on the coordination function is prepared in respect of the emergency after it is closed down, and circulated (first as a draft) to the other services which attended

7.7   Public Information

7.7.1 Early warning and special public warning arrangements

In certain situations, it may be crucial for Kildare County Council 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 will seek information on actions that they can take to protect themselves and their families.

The Local Coordination Group should take over the task of coordinating the provision of information to the public as soon as it meets. This activity should be coordinated by the Lead Agency.

The Local Coordination 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', Social Media forums, web-

pages, Mapalerter, automatic text messaging, as well as through liaison with the Media.

The Lead Agency may request the media to carry Public Information Notices during a Major Emergency to convey important messages, such as how individuals may help themselves and their neighbours in a particular situation. Media contact details are contained in the Major Emergency Handbook.

7.7.2 Provision of telephone/help line/information line contact numbers

Early warning and special public notices shall be relayed in the event of an emergency. The Public can be kept informed by use of the following;

- Internet service www.kildare.ie/countycouncil
- Local broadcasters
- Emergency helpline service
- Mapalerter

On a national level, the public shall be informed by use of the following:

- Television and Radio – arrangements exist whereby emergency announcements may be made on National television and radio channels
- Social Media Forums – not for emergency alerts but useful for posting more information than would be communicable by emergency calls or broadcasts

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

The Crisis Management Team should make provision for Council Staff to be made available to handle telephone contact being made with dedicated help lines. A list of personnel available and trained for this purpose is shown in the Major Emergency Handbook.

7.8   The Media

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.

7.8.1 Liaison with the media

Kildare County Council will designate a Media Liaison Officer at the site and the activities of the Media Liaison Officers on site should be coordinated by the Media Liaison Officer of the Lead Agency. All statements to the media should be cleared with the On-Site Coordinator or his/her Media Liaison Officer. Media Liaison Officers for Kildare County Council are listed in the Major Emergency Handbook.

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.

7.8.2 Arrangements for media on-site

It is the responsibility of the Lead Agency to establish and run 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.

7.8.3 Arrangements for media at Local and/or Regional Coordination centres

The Local/Regional Coordination Group should work with the media, away from the site, during a Major Emergency. Each Principal Response Agency should designate a Media Liaison Officer at the Local/Regional Coordination Centre. The Media Liaison Officer of the Lead Agency should coordinate all media activities. All statements to the media at this level should be cleared with the chair of the Local/Regional Coordination Group.

7.8.4 Arrangements for media at, or adjacent to, other locations associated with the major emergency

In many situations media attention will move quickly away from the site to other locations, including the Local Coordination Centre, hospitals where casualties are being treated and mortuaries etc. The Media Liaison Officer of the Lead Agency should coordinate all media activities on site. 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.

7.9   Site Management Arrangements

7.9.1 Development of a Site Management Plan

The initial important task of the On-Site Coordinator, in association with the other two Controllers of Operations, is the development of a Site Management Plan. This should be in accordance with the typical Site Management Arrangements (See Appendix H) leading to the establishment of all, or some of, the following, as appropriate to the circumstances:

- Inner, Outer and Traffic Cordons

- Access Control Points

- Danger Area, if appropriate

- Site Access Routes

- Principal Response Agency Control Points

- Site Control Point

- On-Site Coordination Centre

- Rendezvous Point

- Holding Areas for the different services

- Casualty Clearing Station

- Ambulance Loading Area

- Body Holding Area

- Survivor Reception Centre

- Media Centre

- Friends and Relatives Reception Centre

The first response vehicle from each of the Principal Emergency Services that arrive at the scene will become the Control Point of that Service until the Controller of Operations declares otherwise. Dedicated incident command/control vehicles will take over the control function when they arrive. It is essential for good site management that Holding Areas for each Principal Response Agency are established as early as possible.

7.9.2 Control of access to the Site and identification of Council personnel

In order to control access to a Major Emergency site, cordons will be established as quickly as possible at the site of a Major Emergency for the following reasons:

- To facilitate the operations of the emergency services and other agencies

- To protect the public, by preventing access to dangerous areas
- To protect evidence, and facilitate evidence recovery, at the site

Three cordons will be established. An Inner, Outer and Traffic Cordon, along with access cordon points (see Appendix H for detailed information). These cordons will be established and controlled by An Garda Síochána after a decision by, and agreement with, the On-site Coordination Group. A Danger Area may also be declared where there is a definite risk to rescue personnel, over and above that which would normally pertain at emergency operations.

All uniformed personnel, responding to the site of a major emergency, should wear the prescribed uniform, including high visibility and safety clothing, issued by their agency. The service markings on this clothing should be made known in advance to the other organisations that may be involved in the response.

Senior personnel who are acting in key roles, such as the On-Site Coordinator 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
Kildare County Council	Red and White Chequer	Local Authority 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 Coordinator clearly visible front and back. Below is an example of how the bibs should look for each of the responding agencies.

An Garda Síochána　　Local Authority　　HSE

Non-uniformed personnel from Kildare County Council should attend the scene in high visibility jackets with the name Kildare County Council clearly displayed.

7.9.3 Air exclusion zones

Where the Principal Response Agencies consider it appropriate and beneficial, the On-Site Coordinator may request, through An Garda Síochána, that the Irish Aviation Authority declare an Air Exclusion Zone around the emergency site. 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.

7.10 Mobilising Additional Resources

7.10.1　　　　　Moblising Support Organisations

The Voluntary Emergency Services sector can provide additional equipment and support in the event of a Major Emergency.

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 River Rescue
Health Service Executive	Irish Red Cross Order of Malta Ambulance Corps St. John's Ambulance
Local Authority	Civil Defence

Each Principal Response Agency with a linked Voluntary Emergency Service 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.

7.10.1.1   Mobilisation of Civil Defence

The Civil Defence Organisation, including the various services within that organisation, can be called to assist through contact with the Civil Defence Officer who is based at Áras Chill Dara, Naas, Co. Kildare. The Civil Defence Officer will initiate the Civil Defence internal mobilistation procedure. Contact details are contained in the Major Emergency Handbook.

7.10.1.2 Mobilisation of Defence Forces

The Defence Forces may be called upon by An Garda Síochána. The Defence Forces - incorporating the Army, Air Corps, Naval Service and Reserve Defence Forces - will operate under their own command and control structure.

7.10.1.3 Mobilisation of The Irish Red Cross

The Irish Red Cross are mobilised by the Health Services Executive.

7.10.1.4 Mobilisation of Voluntary Emergency Services (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 VES may be requested to provide important support services to locations other than the site of the emergency, e.g. rest centres etc. The internal command of volunteer organisations resides with that organisation.

7.10.1.5 Mobilisation of Utilities

Utilities are frequently involved in the response to emergencies, usually to assist the Principal Response Agencies in making situations safe. 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 coordination arrangements. A list of utilities and their emergency/out of hour's contact arrangements are listed in the Major Emergency Handbook.

7.10.1.6   Mobilisation of Private Sector

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 Coordination Group, the Local Coordination Group and/or the Regional Coordination Group, as appropriate. A list of experts and equipment within the private sector is detailed in the Major Emergency Handbook.

7.10.2   Identifying and mobilising additional organisations

Each Principal Response Agency should have a Controller of Operations at the site (or at each site) of a Major Emergency. The 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 Coordination Group in doing so.

S/he will decide and request the attendance of such services as s/he determines are needed and exercise control over such services as s/he has requested to attend. Subsequently, the On-Site Coordinator shall exercise an over-viewing role of all arrangements to mobilise additional resources to the site of the Major Emergency. S/he will track the status of mobilisation requests and deployment of additional resources.

7.10.3   Arrangements for liaison with utilities;

Utility companies are frequently involved in the response to emergencies, usually to assist the Principal Response Agencies in making situations safe. Contact details for Utilities are listed in the Major Emergency Handbook.

7.10.4   Command, control, coordination and demobilisation of organisations mobilised to the site;

The On-Site Coordinator shall exercise an over-viewing role of all arrangements to mobilise additional resources to the site of the Major Emergency. S/he will track the status of mobilisation requests and deployment of additional resources. Each Principal Response Agency with a linked Voluntary Emergency Services/Organisation is responsible for the mobilisation/demobilisation of that service and their overall response. The internal command of the organisation resides with that organisation.

7.10.5   Mutual aid arrangements

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. Local Authorities will support each other on a mutual aid basis. Please refer to Section 4.5 of this Document.

7.10.6   Out-of-region assistance

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 Coordination 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 member states.

7.10.7   International assistance

A Regional Coordination Group may request assistance from the 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 coordination 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 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.

7.11   Casualty and Survivor Arrangements

7.11.1   General Arrangements for Casualties and Survivors

The primary objective of any response to a major emergency is to provide effective arrangements for the rescue, care, treatment and rehabilitation of all of the individuals who are affected by the emergency. These individuals may be divided into two main categories as follows:

- Casualties:- including persons who are killed or injured

- Survivors:- including all those individuals who are caught up in an emergency but not injured (e.g. uninjured passengers from a transport accident or evacuees)

7.11.1.1   Rescue and care of all Casualties and Survivors

The On-Site Coordinator, 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. (See Section 7.11.6)

7.11.2   Injured

At the site of a Major Emergency, the priorities of the Principal Emergency Services are to save lives, prevent further injury, rescue those who are trapped or in danger, triage casualties, provide them with appropriate treatment and transport them to the appropriate hospital(s) where necessary. Once injured casualties have been rescued or found, they should be assessed or triaged as quickly as possible. Casualties are often found some distance from the primary site and search teams, coordinated by An Garda Síochána, should be established where it is considered that this may be necessary.

7.11.2.1 Arrangements for the triage, treatment and transport to hospital of all injured persons

Following initial triage, casualties will normally be labelled, using Triage Cards, and moved to a Casualty Clearing Station. The purpose of this labelling is to indicate the triage category of the casualty, to facilitate the changing of that category, if required, and to record any treatment, procedure or medication administered. A standard card with Red (Immediate), Yellow (Urgent), Green (Delayed) and White (Dead) sections is normally used for this purpose.

Where transport to hospital is required, the Ambulance Service will provide this. In certain circumstances, the assistance of the Civil Defence or other VES may be required, to aid in the transportation of casualties to hospital. This will be arranged between the On-Site Coordinator and the other two Controllers of Operations. (See Section 7.10.1.1)

7.11.2.2 Arrangements for transporting lightly injured and uninjured persons from the site

In circumstances where lightly injured or uninjured persons are to be transported from the site, the Civil Defence or VES may be requested to aid in this task. This will be arranged between the On-Site Coordinator and the other two Controllers of Operations.

7.11.2.3 Casualty Clearing Station, Ambulance Loading Point and the designation of receiving hospitals

Arrangements for a Casualty Clearing Station, Ambulance Loading Point, the designation of receiving hospitals and the distribution of injured casualties are all the responsibility of the Health Service Executive

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.

7.11.3.1　　Coroners Role

In the event of a major emergency where fatalities occur, lawful jurisdiction for removal and custody of the bodies lying in Kildare, and for investigation of the deaths, lies with the Coroner in accordance with law, particularly the Coroners Act 1962. The Council will support the Coroner's Role including the provision of Temporary Mortuary facilities including the activation of the Regional Mass Fatality Plan.

7.11.3.2　　Dealing with fatalities, both on and off-site

The On-Site Coordinator, 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.

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).

The Local Coordination Group, in consultation with the Coroner, should consider the activation of the Regional Mass Fatality Plan.

7.11.3.3   Identification of the deceased

Following initial triage, casualties will normally be labelled, using Triage Cards. A body in possession of a white triage card has been pronounced dead. If bodies are to be moved due to the likelihood of them being lost or damaged, they 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. Kildare County Council may assist An Garda Síochána in this function.

7.11.4   Survivors

In many emergency situations, survivors who are uninjured will become involved in the rescue and care of other victims. All those who have survived the incident uninjured can be directed to the Survivor Centre, where their details will be documented and collated by An Garda Síochána.

7.11.4.1   Survivors who require support

The Survivor Reception Centre is a secure location to which survivors, not requiring hospital treatment, can be taken for shelter, first aid, interview and documentation. Where considered appropriate, a Survivor Reception Centre (or Centres) should be designated and established at the earliest possible opportunity. The On-Site Coordinator, in conjunction with the other Controllers, should determine if such a centre is to be established and where it is to be located. The Survivor Reception Centre is not usually located at the site, but

rather in a suitable near-by premises, such as a hotel or sports hall. It is the responsibility of Kildare County Council to establish and run the Survivor Reception Centre. Provision should be made at the Centre for the immediate physical and psychosocial needs of survivors (e.g. hot drinks, food, blankets, telephones, first aid for minor injuries, etc).

7.11.5   Casualty Information

Dedicated telephone help lines should be established to facilitate the dissemination of Casualty Information to concerned friends or relatives of those involved in the Major Emergency. Gathering of casualty information will be the responsibility of An Garda Síochána.

7.11.5.1   The 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.

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.

7.11.5.2   Collection and collation of casualty information

To facilitate the process of collection and collation of casualty information, a liaison/casualty officer will normally be sent by An Garda Síochána to each hospital where casualties are being treated. They will operate under the direction of the Controller of Operation for An Garda Síochána.

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 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.

The Local Coordination Group will determine the need for, and arrange for, the designation and operation/staffing of such centres.

7.11.6.1   How friends and relatives of casualties are to be provided for

Where possible, Kildare County Council will assist An Garda Síochána in the establishment and operation of a Friends and Relatives Reception Centre.

7.11.7 Non-National Casualties

In a Major Emergency that involves casualties from other jurisdictions, if the nationality of the victims is known, the Local Coordination Centre is to notify the relevant Embassy. The Department of Justice should be approached if assistance is required in obtaining interpreters from private sector providers. Contact details are contained in The Major Emergency Handbook.

7.11.7.1 Situations involving Non-national Casualties

Any Staff from Kildare County Council with skills in Foreign Language Communication may be utilised in a Major Emergency. Staff with Foreign Language skills are listed in the Major Emergency Handbook.

7.11.8 Pastoral and Psycho-social Care

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.

7.12 Emergencies involving Hazardous Materials

7.12.1 Major Hazardous Materials incidents

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 Chemical Biological Radiological Nuclear

(CBRN) incident are contained in the Protocol for Multi-Agency Response to Suspect Chemical and Biological Agents Arising from Terrorist Activity.

7.12.2 Chemical, Biological, Radiological & Nuclear (CBRN) incidents

The On-Site Coordinator, in association with the other Controllers of Operations, will establish the need for decontamination. The On-Site Coordinator 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. Details of evacuation procedures will be contained in the Rest Centre Sub-Plan, which will be available in the Local Coordination Centre. Details of procedures for warning and informing the public will be contained in the Media Sub-Plan, which will be available in the Local Coordination Centre.

7.12.3 Biological incidents

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 (Currently in Draft).

7.12.4 National Public Health (Infectious Diseases) Plan

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 (Currently in Draft).

7.12.5 National Emergency Plan for Nuclear Accidents

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.

7.12.6 Clinical, personnel and mass decontamination

Additional issues in relation to decontamination of the public may arise at some hazardous materials incidents. Decontamination in this context refers to a range of procedures employed to remove hazardous materials from people and equipment. It includes terms such as:

- **Clinical decontamination:** meaning medical treatment by health professionals of patients affected by, or contaminated with, hazardous materials
- **Personnel decontamination:** meaning the decontamination of uninjured exposed persons
- **Mass decontamination:** is the procedure deployed where significant numbers of persons are deemed to require decontamination, beyond the normal decontamination capacity

The On-Site Coordinator, in association with the other Controllers of Operations, will establish the need for decontamination of individuals. The Health Service Executive has responsibility for providing clinical decontamination and medical treatment to casualties affected by hazardous materials. The Fire Service has 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 persons have to undergo this practice, it should be carried out under the guidance of medical personnel.

7.13 Protecting Threatened Populations

7.13.1 Council's role in Protecting Threatened Populations

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

The On-Site Coordinator 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 Kildare County Council 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 Evacuation Arrangements (Accommodation and Welfare)

Where decided upon, An Garda Síochána will undertake the process of evacuation, with the assistance of the other Services. It is the responsibility of the

Kildare County Council to provide Rest Centres for evacuated populations. Where significant numbers of evacuees are involved, the Local/Regional Coordination Group may decide on an allocation/distribution system to ensure that appropriate facilities are available for evacuees. The location of these Rest Centres and procedures will be listed in the Rest Centre Sub-Plan, which will be available in the Local Coordination Centre. Personnel from Kildare County Council will staff Rest Centres. The centres will provide security, welfare, communication, catering and medical facilities. Evacuees should be documented and basic details passed to the Casualty Bureau. Kildare County Council will assist in this role, if required, subject to the availability of staff.

7.13.3   Involvement of the Public Health Service

It is the responsibility of the Health Service Executive to make arrangements for the involvement of the Public Health Service.

7.14   Early and Public Warning Systems

Early warning systems are currently in place for Severe Weather forecasts. This is a 24 hour service provided by Met Éireann. There may be a need to inform the public of the current situation or of possible evacuation.

7.14.1   Monitoring potentially hazardous situations

Warnings may be disseminated to the public by use of some or all of the following media:

- Door to Door
- Radio and TV broadcasting
- Local helpline/information line
- Web services and social media forums

- Automated text services
- Mapalerter
- Establish site-specific warning systems.

The Media Sub-Plan location available to the Local Coordination Centre will contain further details on the above.

7.14.2 Specify how warnings are to be disseminated

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 and 7.8 of this Plan for details.

7.15 Emergencies arising on Inland Waterways

Kildare County Council can provide assistance in the form of the Civil Defence for water rescue/recovery.

7.15.1 Liaison with the Irish Coast Guard

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

An Garda Síochána is the Principal Response Agency who undertakes initial coordination 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.

7.16 Safety, Health and Welfare Considerations

Each Principal Response Agency (and other responding organisations) 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.

7.16.1 Safety, health and welfare of staff

Kildare County Council employees will operate under the Safety, Health and Welfare at Work Act 2005. Additionally, Fire Service personnel will operate under the National Incident Command System.

7.16.2 Command support arrangements for rescue personnel.

The activities of Kildare County Council Rescue Personnel within the 'Danger Area' shall be under the overall control and direction of the Chief Fire Officer or designated alternates. The National Incident Command System, noted above, will also be in operation at the scene of a Major Emergency where the Fire Service are in attendance.

7.16.3 Safety when operating within the 'Danger Area'.

A Danger Area may be declared where there is a definite risk to rescue personnel, over and above that which would normally pertain at emergency operations. This could arise because of dangers posed by the release of hazardous materials, buildings in danger of further collapse, the threat of explosion or the presence of an armed individual. Any officer/responder who is

aware of such additional risks should bring them to the attention of the On-Site Coordinator via his/her Controller of Operations. The On-site Coordination Group may, in light of the available information, decide to declare a Danger Area and may designate an officer, appropriate for the circumstances (e.g. the Senior Fire Officer in a case involving hazardous materials) to define the boundaries of, and to control access to, the Danger Area.

The person in charge of the activities of Kildare County Council (e.g. Senior Fire Officer) continues to exercise operational control over their activities and shall ensure, as far as reasonably practicable, that all necessary safety and welfare measures and procedures are implemented when working within the Danger Area.

7.16.4 Evacuation signal for the 'Danger Area'

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 a Danger Area, a signal, comprising repeated sounding of a siren for ten seconds on, ten seconds off, will be given. All personnel should withdraw on hearing this signal.

7.16.5 Physical welfare of responders (food, shelter, toilets etc.)

Kildare County Council's Controller of Operations should ensure that appropriate rest and refreshment facilities are provided for response personnel at the site. This may be proved by the Civil Defence under the direction of Kildare County Council.

7.16.6   Psycho-social support for Council personnel

Those who are particularly traumatised by the events of a Major Emergency may require skilled professional help. All Fire Service personnel are given training on Critical Incident Stress Management (CISM). This is an intervention protocol developed specifically for dealing with traumatic events. Kildare County Council also operates an Employee Well-Being Programme, which is a confidential independent employee service offering information, support and assistance to all employees.

7.17   Logistical Issues/Protracted Incidents

7.17.1   Rotation of front-line rescue/field staff

As required, staff will be rotated to ensure Health & Safety standards are maintained and to ensure suitable rest periods will be provided.

7.17.2   Maintaining Day-to Day Services

The Crisis Management Team maintains the normal day-to-day services that the community requires from the Local Authority. The members of the Crisis Management Team are the Senior Managers of Kildare County Council. The use of a Crisis Management Team facilitates the mobilisation of senior staff to deal with the crisis, considering the evolving situation, rather than leaving multiple roles to a small number of individuals who hold key positions. In this way, the objectives of prioritizing and managing a protracted crisis can be dealt with effectively, while keeping the day-to-day business running.

7.17.3   Initial and ongoing welfare for field staff

Staff welfare arrangements need to be given priority for both emergency personnel and general staff (including management). In addition, the needs of staff that are not directly involved in responding to the incident should also be considered. A Sub-Plan for Welfare of Staff On-site will be held at the Local Coordination Centre.

7.18   Investigations

The scene of a suspected crime should be preserved until An Garda Síochána has made a complete and thorough examination.

7.18.1   An Garda Síochána Investigations

An Garda Síochána are the Primary Response Agency when an investigation is required where a crime has been identified or suspected in a Major Emergency. Subsequent investigations by An Garda Síochána will be carried out in accordance with best policies and Garda Code. 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.

7.18.2   Minimising disruption of evidence

The scene of a suspected crime will be preserved by An Garda Síochána until a complete and thorough examination has been made. 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. Statements may be required from the staff of other Principal Response Agencies on their involvement. Additionally, see Section 7.11.3.

7.18.3 Statutory investigations and liaison with An Garda Síochána

Depending on the nature of the Major Emergency, agencies other than An Garda Síochána may require access to the site for the purposes of carrying out an investigation. These agencies may include the Health and Safety Authority (HSA), the Air Investigation Unit (AAIU), Irish Rail Investigation Unit and the Environmental Protection Agency (EPA).

7.19 Community/VIP's/Observers

7.19.1 Links with communities affected by an emergency

Where communities are affected by a Major Emergency, efforts should be made to establish contacts/links with a community, utilising established links such as Community Groups/ Public Representative and Community Liaison Officers within the community.

7.19.2 Arrangements for receiving VIP's who wish to visit

All requests for visits to the site or facilities associated with it should be referred to the Local Coordination Group. Requests for visits to Agency specific locations should be referred to that Agency's management. 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. As a general rule, VIP's should be advised not to visit sites where dangers still exist or where ongoing rescues are in progress.

7.19.3 Arrangements for national/international observers

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. It may be beneficial to have pre-arranged observer teams, both national and international, for this role. The Local Coordination Group should make arrangements for any such observers.

7.20 Standing Down the Major Emergency

7.20.1 How the status of the emergency will be stood-down

When an emergency, which was imminent, does not actually occur, the person who activated the plan may stand down the Major Emergency. Otherwise, a decision to stand down the Major Emergency status of the incident at the site should be taken by the On-Site Coordinator, in consultation with the other Controllers of Operations at the site and the Local Coordination Group. A great deal of activity may continue at locations other than the site (such as the hospitals, temporary mortuary, etc.) after the Major Emergency is stood down at the site. The Local, Regional or National Coordination Groups may need to continue their work after activities at the site have ceased.

As the situation is brought under control, each Controller of Operations should review the resources on site and reduce/stand down services in light of the changing situation. The On-Site Coordinator should be consulted before a decision is made to stand down any service. Where organisations other than the Principal Response Agencies have responded, they should be informed of the decision to stand them down by the Controller of Operations of the Agency which

mobilised them. Services operating at other locations should be stood down in a similar manner.

7.20.2　　Operational debriefing and reporting

Following the stand down, the three Principal Response Agencies are to review the inter-agency coordination 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 coordination and to document these.

The Principal Response Agency, which was the initial Lead Agency, is to prepare a composite report for submission to the Eastern Regional Steering Group and the National Steering Group. This report should be based on appropriate input from each Principal Response Agency's internal report and the report on coordination.

CONTENTS

Section 8: Agency Specific Elements and Sub-Plans

Section 8

Agency Specific Elements and Sub-Plans

8.1   Agency Specific Elements and Sub-Plans

Sub-Plans for Kildare County Council and for the Eastern Region are being continually developed and reviewed. These will be available in the Local Coordination Center, for use by the Council's Crisis Management Team. These plans will specify the procedures that are in place within the various Sections of Kildare County Council. The sub-plans will be as follows:

- Business Continuity Plans
- Severe Weather Plans
- Flood Plan
- Water Contamination
- Environmental
- Emergency Access
- Rest Centres
- Wastewater
- Media
- On-site Welfare
- Mass fatality

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Section 9:   Plan for Regional Level Coordination

Section 9

Plan for Regional Level Coordination

9.1   Plan for Regional Level Coordination

A local response to a Major Emergency may be scaled up to a regional level where the nature of an emergency is such that:

- The resources available in the local area where the incident has occurred do not appear to be sufficient to bring the situation under control in an expeditious and efficient manner
- The consequences of the emergency are likely to impact significantly outside of the local area
- The incident(s) is spread across more than one Local Authority or division of An Garda Síochána
- The incident occurs at, or close to, a boundary of several of the Principal Response Agencies
- The incident which has occurred involves one or more of the regional risks as identified in Regional Risk Assessment (See Section 3.2)

The chair of the Local Coordination Group may declare a regional level emergency and activate the plan for regional level coordination. The plan for regional level coordination involves the provision of mutual aid, support and coordination facilities and the activation of a regional coordination group.

9.2   Activation of the Plan for Regional Level Coordination

During a Major Emergency, which satisfies one or more of the criteria listed above, the chair of the Local Coordination Group may declare a regional level emergency and activate the Plan for Regional Level Coordination.

The key impact of a declaration of a regional level emergency is that extra Principal Response Agencies (other than the Garda Division, HSE Area and Local Authority which are initially involved) are brought fully into the response and their Major Emergency Plans are activated.

The chair of the Local Coordination Group, in consultation with the chair of the On-Site Coordinating Group and the other members of the Local Coordination Group, will decide which extra Principal Response Agencies will be activated, in light of the circumstances prevailing or likely to develop.

Note: In many Major Emergency situations, neighbouring Garda Divisions, HSE Areas and Local Authorities will provide support and resources to the Garda Division, HSE Area and Local Authority, which are primarily involved in the response. Such support is not equivalent to the activation of the Plan for Regional Level Coordination and, in fact, will often precede the activation of the regional plan.

9.3	Response Regions

The areas covered by the Principal Response Agencies which are activated under the Plan for Regional Level Coordination will constitute the response region for the emergency.

Note: The response region for a regional level Major Emergency need not coincide (and in many cases will not coincide) with one of the pre-determined Major Emergency Management Regions set out Section 2.4.

9.4	Regional Coordination Group

The chair of the Local Coordination Group (having declared the regional level emergency) will convene and chair the meeting of the Regional Coordination

Group. Alternatively if the Local Authority is the lead agency the Chair of the Regional Coordination Group can be selected agreement between the Local Authority Chief Executives involved in the emergency. The Regional Coordination Group will, in effect, comprise the Local Coordination Group, augmented with representatives from the extra Principal Response Agencies, which have been activated as part of the regional response.

The Regional Coordination Group will usually meet in the same centre as the Local Coordination Group. However, it may, depending on prevailing circumstances, decide to meet at another of the predetermined Local Coordination Centres within the response region.

9.5	Methods of Operation

When the Plan for Regional Level Coordination is activated, the methods of operation of the Principal Response Agencies at the site will be those set out for standard Major Emergencies (See Appendix H) subject only to the fact that additional Principal Response Agencies will be present.

Likewise, the methods of operation of the Regional Coordination Group will be those set out for the Local Coordination Group.

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Section 10:　　　Links with National Emergency Plans

Section 10

Links with National Emergency Plans

10.1   National Emergency Plans

There are a number of potential emergencies which, if they occur, are most likely to be on a National scale – including nuclear accidents, infectious disease outbreaks (e.g. smallpox, influenza pandemic) or outbreaks of animal disease (e.g. foot and mouth, avian flu). In contrast with Major Emergencies, the characteristics of National Emergencies may include being non-site specific and occurring over an extended time period. In these situations, the Lead Government Department or the appropriate National Body will activate the relevant National Emergency Plan.

National Bodies, operating in accordance with National Emergency Plans, may call upon the Local Authority to assist in responding to, or to perform their normal functions/roles arising from, a National Level Emergency. The coordination arrangements of local Major Emergency Plans may be activated in support of these National Emergency Plans.

A suite of protocols has been developed by the Department of Environment, Heritage and Local Government to aid the Principal Response Agencies when dealing with specific National Emergencies.

10.1.1   National Emergency Plan for Nuclear Accidents

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.

10.1.2　National Public Health (Infectious Diseases)

As seen in the Covid-19 pandemic the Department of Health and the Health Services Executive (HSE) will take the lead in responding to issues of National Public Health. The agencies of Local Government will follow advice that is issued from these bodies and will provide assistance where possible.

10.1.3　Animal Health Plan

For infectious diseases such as Avian Flu (The Department of Agriculture and Food has an emergency plan designed to contain outbreaks of H5N1 avian influenza in poultry should the disease arrive in this country), Pandemic Flu, Foot and Mouth, there will be a link to the National Plan as outlined by the Government. Kildare County Council will provide assistance under the command of the Lead Government Department.

10.2　Activation of Plan at the request of The Irish Coast Guard

This Major Emergency Plan may also be activated upon a request by the Irish Coast Guard, following a threatened or actual emergency in the Irish Maritime Search and Rescue region.

10.3　Activation of the Plan at the request of a Minister of Government

A Minister of Government, in light of an emergency/crisis situation, may activate this Major Emergency Plan. (See Section 6.3.4.5)

CONTENTS

Section 11:   Severe Weather Plans

Section 11

Severe Weather Plans

> ### 11.1 The Sub-Plans for the Council's response to;
> - ### Flooding Emergencies
> - ### Severe Weather Conditions
>   ### (Excluding Flooding Emergencies)

In severe weather emergencies support may be required for vulnerable sections of the community and there may be significant threats to infrastructure. It has been pre-determined that Local Authorities are the Lead Agency for coordinating the response to severe weather events (See Appendix G).

Arrangements have also been put in place by Met Éireann to issue public service severe weather and flood warnings to Local Authorities.

While all severe weather warnings/events will not be Major Emergencies, Kildare County Council has prepared specific sub-plans in the Major Emergency Plan for leading the response to severe weather events and flooding incidents. The Sub-Plans for Flooding and Severe Weather Emergencies will be available in the Local Coordination Center, for use by Kildare County Council's Crisis Management Team (CMT) or the Severe Weather Assessment Team (SWAT).

The Local and/or Regional Coordination Centers for Major Emergency Management may be activated to manage the response to a severe weather event, whether a Major Emergency is declared or not. The generic Major Emergency management arrangements will also apply to severe weather events.

CONTENTS

Section 12:   Site and Event Specific Arrangements and Plans

Section 12

Site and Event Specific Arrangements And Plans

12.1 Site and Event Specific Emergency Plans

There are both legislative and procedural arrangements which require that emergency plans be prepared for specific sites or events (e.g. SEVESO sites, airports, ports, major sports events, etc.). The Kildare County Council Risk Assessment process recorded some site-specific emergency plans for facilities in the county. These include;

- The Internal and External Major Emergency Plan for Irish Industrial Explosives, Enfield
- The Internal Major Emergency Plan for Intel Ireland Ltd. Leixlip
- Event Management Plans developed for festivals/concerts
- Event Management Plans developed for major sporting events

12.2 Seveso Sites

Two industries in County Kildare are affected by the Seveso II Directive under the European Communities (Control of Major Accident Hazards Involving Dangerous Substances) Regulations, 2006 S.I. No. 74 of 2006. This Directive is concerned with the prevention of major accidents that involve dangerous substances and the limitation of their consequences for humans and the environment. Those industries affected are;

- Irish Industrial Explosives Clonagh, Enfield (Upper Tier Site)
- Intel Ireland Ltd Collinstown Industrial Park, Leixlip (Lower Tier Site)

There is an Internal Emergency Plan and also an External Emergency Plan in place for both establishments, as they are Upper Tier Sites. The common objectives of internal and external emergency plans are as follows:

- Containing and controlling incidents so as to minimise the effects and to limit damage to people, the environment and property

- Implementing measures necessary to protect people and the environment from the effects of major accidents

- Communicating necessary information to the public and to the services or authorities concerned in the area

- Providing for the clean-up and restoration of the environment following a major accident

CONTENTS

Section 13:   The Recovery Phase

Section 13

The Recovery Phase

The recovery phase can be described as the process of restoring and rebuilding the community in the aftermath of an emergency. This process can be long and arduous and requires a coordinated approach from all of the Agencies involved.

In general, it is the function of the Local Coordination Group to provide strategic level management for the immediate, medium and long-term consequences of an incident.

13.1 Supports for Individuals and Communities

Resilient communities are invaluable when coping with emergencies and they can play a key role in the protection, rescue and care of vulnerable individuals within the community.

The Local Coordination Group will provide strategic management to take whatever steps necessary to start a plan for recovery. Kildare County Council's Crisis Management Team will meet to discuss and implement specific functions of the Local Authority for an effective and coordinated recovery process.

13.1.1 Supporting individuals and communities affected by the emergency

The recovery stage may be as demanding on the resources and staff of the Local Authority as the emergency itself. A large range of resources from the Voluntary Emergency Services, Utilities and Private Sector may be mobilised by the Crisis Management Team to assist the Local Authority when implementing the following functions:

- Clean-up

- Rebuilding the community and infrastructure

- Supporting the recovery of affected communities

- Responding to community welfare needs (e.g. housing, water)

- Restoration of services

Additionally, the Civil Defence (under the command of the Crisis Management Team) will arrange for the operation of reception centres for evacuees/displaced persons including the provision of food, bedding, welfare etc.

13.1.2 Public appeals and external aid

The Local Coordination Group and supporting Crisis Management Team will establish public appeals and external aid as required.

13.2 Clean-Up

One of the main considerations of the recovery stage is to implement the Local Authority's arrangements in place for clean up of the damaged areas. The removal of debris and contaminated waste is one of the principal concerns for Kildare County Council. In consultation with the Environmental Protection Agency and specialist companies, Kildare County Council will commence clean up of a site as soon as possible but without hindering the investigation process. Careful consideration must be provided for the removal of decontaminated debris to locations that will not affect communities.

13.2.1 Clean up of sites/removal of debris/decontamination of sites of emergency

Kildare County Council shall (subject to resources) undertake the following functions arising from a Major Emergency with respect to clean up of the area/s affected by the incident:

- Arrange/oversee the clean-up of the affected area/s
- Engage any specialist contractors required to assist with recovery operations
- Arrange for the site clearance, demolition, clean up operations, removal and disposal of debris
- Decontamination of the site/s of the emergency

13.3 Restoration of Infrastructure and Services

The Crisis Management Team will monitor the recovery phase while ensuring that all Local Authority essential services (e.g. road availability, fire and emergency operations cover, public water supply, waste water treatment, waste disposal etc.) are maintained during the Major Emergency.

13.3.1 Procedures and arrangements for monitoring the situation

The Crisis Management Team will monitor the situation and mobilise senior staff to deal with the crisis as required. In this way, the objectives of priortising and managing a protracted crisis can be dealt with effectively, while keeping the day-to-day business running.

13.3.2 Procedure for liaison with utilities

The Crisis Management Team will establish contact with all relevant utilities with regards to restoration/maintenance/or enhancing services provided to the site or to persons affected by the emergency.

13.3.3 How the order of priorities are to be determined

The Local Coordination Group and the Crisis Management Team will ensure that the critical services are prioritised (i.e. hospitals, water supply, food, communications etc.)

Furthermore, the Crisis Management Team will ensure that all appropriate business continuity plans are implemented and key actions established.

13.3.4 Protection measures against continuing hazards

The Local Coordination Group and Crisis Management Team will ensure that adequate resources are deployed and managed to prevent further escalation of the emergency while restoring normality to the site or persons affected.

The Crisis Management Team will continue to function until the issues arising in the response phase are more appropriately dealt with by the Local Authority's normal management processes.

CONTENTS

Section 14:   Review of the Major Emergency Plan

Section 14

Review of the Major Emergency Plan

14.1   Internal Annual Review of Plan

The Major Emergency Plan for Kildare County Council will be reviewed and documented on an annual basis. The plan will be amended as deemed necessary. The Department of the Environment, Heritage and Local Government has prepared a guidance document entitled 'A Guide to Undertaking an Appraisal' to assist this review. The appraisal is being undertaken on a self-assessment basis.

14.2   External Annual Review of Plan

Kildare County Council's appraisal will be reviewed and validated by the East Regional Steering Group on Major Emergency Management. This appraisal should also be reviewed and validated by the Department of the Environment, Heritage and Local Government. The plan is to be reviewed externally in conjunction with the Health Service Executive, An Garda Síochána, Wicklow and the Dublin Local Authorities. The plan will be amended as deemed necessary. In cases of disagreement between the Local Authority and the Regional Steering Group, the National Steering Group should be consulted and should decide on the issue.

14.2.1   Inter-Agency Review at the Regional Major Emergency Steering Group

The Principal Response Agency holding the chair of the Regional Steering Group in Major Emergency Management will carry out an annual appraisal of regional level preparedness for inter-agency Major Emergency response. The dates for

this process will be set each year by the National Steering Group on Major Emergency Management, in consultation with the Regional Steering Groups. The 'Guide to Undertaking an Appraisal' referred to in Section 14.1 also contains an Assessment Tool for Regional Inter-agency Assessment.

14.2.2 Review of the Plan by the Department of the Environment, Heritage and Local Government

The appraisal carried out by Kildare County Council will be reviewed and validated by the Department of the Environment, Heritage and Local Government and amended as deemed necessary.

14.3 Review of Plan after exercise/activation

If deemed necessary, The Plan may be updated/reviewed after each Major Emergency Exercise has been carried out and/or after its activation in a real emergency. A report on this review will be prepared.

14.3.1 Internal Review

An internal review and report is to be carried out on the performance of Kildare County Council in carrying out its functions in relation to a Major Emergency.

14.3.2 Review of the coordination function

Multi-agency reviews must also be conducted on an annual basis between the Principal Response Agencies on both a local, and regional, level basis. This will include reviewing and reporting on the coordination function of the Agencies.

Section 15

Appendices

Appendix A	**Terminology**
Appendix B	**Distribution List**
Appendix C	**Risk Assessments**
Appendix D	**Map of Kildare**
Appendix E	**Mandates**
Appendix F	**Mobilisation Procedure**
Appendix G	**Lead Agency**
Appendix H	**Site Management**
Appendix I	**Functions of Principal Response Agencies**

Appendix A

Terminology

Ambulance Loading Point	An area, close to the Casualty Clearing Station, where casualties are transferred to ambulances for transport to hospital.
Body Holding Area	An area, under the control of An Garda Síochána, where the dead can be held temporarily until transferred to a Mortuary or Temporary Mortuary.
Business Continuity	The processes and procedures an organisation puts in place to ensure that essential functions can continue during and after an adverse event.
Casualty	Any person killed or injured during the event. (For the purpose of the Casualty Bureau it also includes survivors, missing persons and evacuees).
Casualty Bureau/ Casualty Information Centre	Central contact and information point, operated by An Garda Síochána, for all those seeking or providing information about individuals who may have been involved.
Casualty Clearing Station	The area established at the site by the ambulance service, where casualties are collected, triaged, treated and prepared for evacuation.
Casualty Form	A standard form completed in respect of each casualty and collated in the Casualty Bureau.
Civil Protection	The term used in the European Union to describe the collective approach to protecting populations from a wide range of hazards.
Collaboration	Working jointly on an activity.
Command	The process of directing the operations of all or part of a particular service (or group of services) by giving direct orders.

Control

The process of influencing the activity of a service or group of services, by setting tasks, objectives or targets, without necessarily having the authority to give direct orders.

Controller of Operations

The person given authority by a principal response agency to control all elements of its activities at and about the site.

Co-operation

Working together towards the same end.

Co-ordination

Bringing the different elements of a complex activity or organisation into an efficient relationship through a negotiated process.

Cordons

The designated perimeters of an emergency site, with an Outer Cordon, an Inner Cordon, a Traffic Cordon and a Danger Area Cordon, as appropriate.

Crisis Management Team

A strategic level management group, which consists of senior managers from within the principal response agency, which is assembled to manage a crisis and deal with issues arising for the agency both during the emergency and the subsequent recovery phase.

Danger Area

An area where there is a definite risk to rescue personnel, over and above that which would normally pertain at emergency operations

Decision Making Mandate

Establishes the envelopes of empowered activity and decision-making to be expected, without references to higher authorities.

Decontamination

A procedure employed to remove hazardous materials from people and equipment.

Emergency Response

The short term measures taken to respond to situations which have occurred.

Evacuation

The process whereby people are directed away from an area where there is danger, whether immediate or anticipated.

Evacuation Assembly Point	A building or area to which evacuees are directed for onward transportation.
Friends and Relatives Reception Centre	A secure area, operated by An Garda Síochána, for the use of friends and relatives arriving at or near the site of the emergency.
Garda Code Instructions	A document containing instructions, legislation, processes and procedures in respect of the day-to-day management of An Garda Síochána.
Hazard	Any phenomenon with the potential to cause direct harm to members of the community, the environment or physical infrastructure, or being potentially damaging to the economic and social infrastructure.
Hazard Identification	A stage in the Risk Assessment process where potential hazards are identified and recorded.
Hazard Analysis	A process by which the hazards facing a particular community, region or country are analysed and assessed in terms of the threat/risk which they pose.
Holding Area	An area at the site, to which resources and personnel, which are not immediately required, are directed to await deployment.
Hospital Casualty Officer	The member of An Garda Síochána responsible for collecting all information on casualties arriving at a receiving hospital.
Impact	The consequences of a hazardous event being realised, expressed in terms of a negative impact on human welfare, damage to the environment or the physical infrastructure or other negative consequences.
Information Management Officer	A designated member of the support team of a Principal Response Agency who has competency/training in the area of information management.

Information Management System	A system for the gathering, handling, use and dissemination of information.
Investigating Agencies	Those organisations with a legal duty to investigate the causes of an event.
Lead Agency	The principal response agency that is assigned the responsibility and mandate for the coordination function.
Likelihood	The probability or chance of an event occurring.
Local Co-ordination Centre	A pre-nominated building, typically at county or sub-county level, with support arrangements in place, and used for meetings of the Local Co-ordination Group.
Local Co-ordination Group	A group of senior representatives from the three principal response agencies (An Garda Síochána, HSE and Local Authority) whose function is to facilitate strategic level co-ordination, make policy decisions, liaise with regional/national level coordination centres, if appropriate, and facilitate the distribution of information to the media and the public.
Major Emergency Management	The range of measures taken under the five stages of the emergency management paradigm.
Major Emergency Plan	A plan prepared by one of the Principal Response Agencies.
Major Emergency	Any event which, usually with little or no warning, causes or threatens death or injury, serious disruption of essential services, or damage to property, the environment or infrastructure beyond the normal capabilities of the principal emergency services in the area in which the event occurs, and requiring the activation of specific additional procedures to ensure effective, co-ordinated response.

Media Centre	A building/area specifically designated for use by the media, and for liaison between the media and the principal response agencies.
Media Holding Statements	Statements that contain generic information that has been assembled in advance, along with preliminary incident information that can be released in the early stages of the emergency.
Mitigation	A part of risk management and includes all actions taken to eliminate or reduce the risk to people, property and the environment from the hazards which threaten them.
Mutual Aid	The provision of services and assistance by one organisation to another.
National Emergency	A centre designated for inter-departmental co-ordination purposes.
On-Site Coordinator	The person from the lead agency with the role of coordinating the activities of all agencies responding to an emergency.
On-Site Coordination Centre	Specific area/facility at the Site Control Point where the On-Site Co-ordinator is located and the On-Site Coordination Group meet.
On-Site Co-ordination Group	Group that includes the On-Site Co-ordinator and the Controllers of Operations of the other two agencies, an Information Management Officer, a Media Liaison Officer and others as appropriate.
Operational Level	The level at which the management of hands-on work is undertaken at the incident site(s) or associated areas.
Principal Emergency Services (PES)	The services which respond to normal emergencies in Ireland, namely An Garda Síochána, the Ambulance Service and the Fire Service.

Principal Response Agencies (PRA)	The agencies designated by the Government to respond to Major Emergencies i.e. An Garda Síochána, the Health Service Executive and the Local Authorities.
Protocol	A set of standard procedures for carrying out a task or managing a specific situation.
Receiving Hospital	A hospital designated by the Health Service Executive to be a principal location to which major emergency casualties are directed.
Recovery	The process of restoring and rebuilding communities, infrastructure, buildings and services.
Regional Co-ordination Centre	A pre-nominated building, typically at Regional Level, with support arrangements in place and used by the Regional Co-ordination Group.
Regional Co-ordination Group	A group of senior representatives of all relevant principal response agencies, whose function is to facilitate strategic level co-ordination at regional level.
Rendezvous Point (RVP)	The Rendezvous Point is the location to which all resources responding to the emergency site are directed in the first instance. An Garda Síochána will organise the Rendezvous Point. Other services may have one of their officers present to direct responding vehicles into action or to that service's Holding Area.
Response	The actions taken immediately before, during and/or directly after an emergency.
Resilience	The term used to describe the inherent capacity of communities, services and infrastructure to withstand the consequences of an incident, and to recover/restore normality.
Rest Centre	Premises where persons evacuated during an emergency are provided with appropriate welfare and shelter.

Risk	The combination of the likelihood of a hazardous event and its potential impact.
Risk Assessment	A systematic process of identifying and evaluating, either qualitatively or quantitatively, the risk resulting from specific hazards.
Risk Holders	Organisations and companies, which own and/or operate facilities and/or services where relevant hazards are found, such as Airlines, Chemical Manufacturers, etc.
Risk Management	Actions taken to reduce the probability of an event occurring or to mitigate its consequences.
Risk Matrix	A matrix of likelihood and impact on which the results of a risk assessment are plotted.
Risk Regulators	Bodies with statutory responsibility for the regulation of activities where there are associated risks, such as the Health and Safety Authority, the Irish Aviation Authority, etc.
Scenario	A hypothetical sequence of events, usually based on real experiences or on a projection of the consequences of hazards identified during the risk assessment process.
SEVESO sites	Industrial sites that, because of the presence of dangerous substances in sufficient quantities, are regulated under Council Directives 96/82/EC and 2003/105/EC, commonly referred to as the Seveso II Directive.
Site Casualty Officer	The Major Emergency Management of An Garda Síochána with responsibility for collecting all information on casualties at the site.
Site Control Point	The place at a major emergency site from which the Controllers of Operations control, direct and co-ordinate their organisation's response to the emergency.

Site Medical Officer	The medical officer with overall medical responsibility at the site, who will liaise with the health service Controller of Operations on all issues related to the treatment of casualties.
Site Medical Team	A team drawn from a pre-arranged complement of doctors and nurses, with relevant experience and training, which will be sent to the site, if required.
Site Management Plan	The arrangement of the elements of a typical major emergency site, matched to the terrain of the emergency, as determined by the On-Site Co-ordination Group.
Standard Operating Procedures	Sets of instructions, covering those features of an operation that lend themselves to a definite or standardised procedure, without loss of effectiveness.
Support Team	A pre-designated group formed to support and assist individuals operating in key roles, such as On-Site Co-ordinator, Chair of Local Co-ordination Group, etc.
Strategic Level	The level of management that is concerned with the broader and long-term implications of the emergency and which establishes the policies and framework within which decisions at the tactical level are taken.
Survivor Reception Centre	Secure location to which survivors, not requiring hospital treatment, can be taken for shelter, first aid, interview and documentation.
Tactical Level	The level at which the emergency is managed, including issues such as, allocation of resources, the procurement of additional resources, if required, and the planning and co-ordination of ongoing operations.
Temporary Mortuary	A building or vehicle adapted for temporary use as a mortuary in which post mortem examinations can take place.
Triage	A process of assessing casualties and deciding the priority of their treatment and/or evacuation.

Acronyms

AAIU	Air Accident Investigation Unit
CCBRN	Conventional Explosive, Chemical, Biological, Radiological or Nuclear
CMT	Crisis Management Team
EOD	Explosives Ordnance Disposal
ICG	Irish Coast Guard
METHANE	**M**ajor Emergency Declared **E**xact Location of the emergency **T**ype of Emergency (Transport, Chemical etc) **H**azards present and potential **A**ccess/egress routes **N**umber and Types of Casualties **E**mergency services present and required
MOU	Memorandum of Understanding
NEPNA	National Emergency Plan for Nuclear Accidents
NOTAM	Notice to Airmen
PDF	Permanent Defence Forces
PES	Principal Emergency Services
PRA	Principal Response Agency
RVP	Rendezvous Point
SAR	Search and Rescue
SLA	Service Level Agreement
SOP	Standard Operating Procedure
VIP	Very Important Person

Appendix B

Distribution List

Kildare County Council
County Manager
Directors of Services
Chief Fire Officer
Rostered Senior Fire Officers
Civil Defence Officer

Kildare County Council
A redacted version of the document will be made available on the KCC website and will be provided to the following
All Libraries
Reception Desk Aras Chill Dara
All County Kildare Councilors

Other Local Authorities	
Dublin City Council	Wicklow County Council
Dun Laoghaire Rathdown County Council	Laois County Council
South Dublin County Council	Offaly County Council
Fingal County Council	Meath County Council
Carlow County Council	

Health Services Executive	
HSE Dublin & Mid-Leinster	HSE Dublin & North-East
NAS Control Centre	

An Garda Síochána	
Garda HQ, Naas	Garda Station, Kildare

Other Agencies	
Iarnrod Eireann	ESB
Bord Gais	Defence Forces
Eastern Regional Control Centre	Irish Water

Appendix C

Risk Assessments

The following Risk Assessments have been carried out in Kildare County Council using the 'All Hazard Risk Assessment Process'. A summary of the results of these Risk Assessments is shown in the following tables.

No.	Hazard Category	Sub-category	Type	Hazard Description	Location	Impact	Likelihood
1	Transportation	Technological Civil	Rail	Train Crash	Kildare	Very Serious	Unlikely
2	Transportation	Transportation Technological Civil	Aviation	Mid-air Aircraft Collision	Kildare	Catastrophic	Unlikely
3	Transportation	Transportation Technological Civil	Aviation	Helicopter Crash	Kildare	Very Serious	Likely
4	Transportation	Technological Civil	Road	Major RTA (Bus Crash)	Kildare	Very Serious	Likely
5	Transportation	Technological Civil	Road	Multiple Vehicle RTA	Kildare	Serious	Likely
6	Transportation	Technological Civil	Road/Rail	RTA involving road and rail	Kildare	Serious	Likely
7	Transportation	Technological Civil	Road	Major Accident-causing prolonged road closure	Kildare	Serious	Likely
8	Transportation	Technological Civil	Hazmat	RTA involving Chemical Spillage	Kildare	Serious	Likely
9	Transportation	Technological Civil	Loss of Critical Infrastructure	Fuel Shortage	National	Serious	Likely

No.	Hazard Category	Sub-category	Type	Hazard Description	Location	Impact	Likelihood
10	Civil	Transportation Technological Civil	Terrorism	Terrorist Bomb	Kildare	Very Serious	Unlikely
11	Civil	Transportation Technological Civil	Terrorism	Marauding Terrorist Attack	Kildare	Very Serious	Unlikely
12	Civil	Transportation Technological Civil	Terrorism	CBRNe Attack	Kildare	Catastrophic	Unlikely
13	Civil	Transportation Technological	Major Crowd Safety	Movement/Crushing at a Large Event	Kildare	Serious	Unlikely
14	Civil	Transportation Technological	Civil Disorder	Civil Disturbance	Kildare	Serious	Unlikely
15	Civil	Civil	Bank Strike	National Bank Strike	National	Minor	Unlikely
16	Civil	Technological	Loss of Critical Infrastructure	Failure of Osberstown Wastewater Treatment Plant	Kildare	Very Serious	Unlikely
17	Civil	Natural Technological	Loss of Critical Infrastructure	Water shortage/loss	Kildare	Serious	Likely
18	Civil	Technological	Loss of Critical Infrastructure	Significant failure to the ESB network	Kildare	Very Serious	Unlikely
19	Civil	Technological	Loss of Critical Infrastructure	Significant disruption to the Gas network	Kildare	Serious	Unlikely
20	Civil	Transportation Civil	Loss of Critical Infrastructure	No refuse collection for an extended period	Kildare	Serious	Unlikely
21	Civil	Technological	Loss of Critical Infrastructure	Significant disruption to communications networks	Kildare	Serious	Unlikely
22	Civil	Civil		Food Chain Contamination,		Minor	Unlikely

No.	Hazard Category	Sub-category	Type	Hazard Description	Location	Impact	Likelihood
			Loss of Utilities	accidental or malicious to consumable food stuffs	National		
23	Civil	Civil	Loss of Critical Infrastructure	Dispute involving PRA, PES or key providers to PRA or PES	Kildare	Very Serious	Unlikely
24	Civil	Civil	Epidemics and Pandemics	Health Pandemic	National	Catastrophic	Likely
25	Civil	Civil	Animal Disease	Foot & Mouth	Kildare	Limited	Unlikely
26	Civil	Civil	Animal Disease	Avian Flu	National	Very Serious	Unlikely

No.	Hazard Category	Sub-category	Type	Hazard Description	Location	Impact	Likelihood
27	Natural	Transportation Civil	Meteorological	Severe Cold/Snow	Kildare	Serious	Likely
28	Natural	Natural Transportation Technological Civil	Meteorological	Storm/Severe Gales	Kildare	Serious	Unlikely
29	Natural	Natural Transportation Technological Civil	Meteorological	Heatwave	Kildare	Serious	Unlikely
30	Natural	Transportation Technological Civil	Other	Forest/Wilderness Fire	Kildare	Limited	Unlikely
31	Natural	Transportation Technological Civil	Hydrological	Flooding of Motorway	Kildare	Very Serious	Unlikely
32	Natural	Transportation Technological Civil	Meteorological	Flooding of Town Centre	Leixlip	Serious	Unlikely
	Natural	Transportation	Meteorological	Flooding of Town	Athy	Very Serious	Unlikely

No.	Hazard Category	Sub-category	Type	Hazard Description	Location	Impact	Likelihood
33		Technological Civil		Centre			

No.	Hazard Category	Sub-category	Type	Hazard Description	Location	Impact	Likelihood
34	Technological	Transportation Technological	Building Collapse	Building Collapse	Kildare	Very Serious	Likely
35	Technological	Technological Civil	Fire	Nursing Home Fire	Kildare	Very Serious	Unlikely
36	Technological	Transportation Technological Civil	Fire	Town Centre Fire	Kildare	Serious	Unlikely
37	Technological	Transportation Technological	Fire	Hotel Fire	Kildare	Serious	Likely
38	Technological	Transportation Technological Civil	Fire	Fire in Large Occupancy Nightclub	Kildare	Very Serious	Unlikely
39	Technological	Transportation Technological Civil	Industrial Accident	Petrochemical Incident	Kildare	Very Serious	Unlikely
40	Technological	Transportation Technological	Industrial Accident	Industrial Explosion	Kildare	Catastrophic	Unlikely
41	Technological	Civil	Loss of Infrastructure	IT Systems Failure	Aras Chill Dara	Minor	Unlikely
42	Technological	Civil	Loss of Infrastructure	KCC Telephone System Failure	Aras Chill Dara	Minor	Unlikely
43	Technological	Civil	Loss of Infrastructure	KCC Network Virus	Aras Chill Dara	Serious	Likely
44	Technological	Civil	Loss of Infrastructure	Cyber Attack on KCC	Aras Chill Dara	Serious	Likely
45	Technological	Civil	Loss of Infrastructure	Eircom Line Failure	Aras Chill Dara	Minor	Likely
46	Technological	Civil	Loss of Infrastructure	Server Room Disaster	Aras Chill Dara	Serious	Likely
47	Technological	Civil	Pollution/ Contamination	Contamination of Drinking Water	Kildare	Very Serious	Likely

48	Technological	Civil	Pollution/ Contamination	Sewage overflow to watercourse	Kildare	Serious	Likely
49	Technological	Transportation Technological Civil	Explosion	Gas Explosion	Kildare	Very Serious	Unlikely
50	Technological	Natural Civil	Air Pollution	Undetected radon leak	Kildare	Limited	Unlikely
51	Technological	Natural Civil	Air Pollution	Carbon Monoxide Poisoning	Kildare	Serious	Unlikely

Appendix D

Map of Kildare
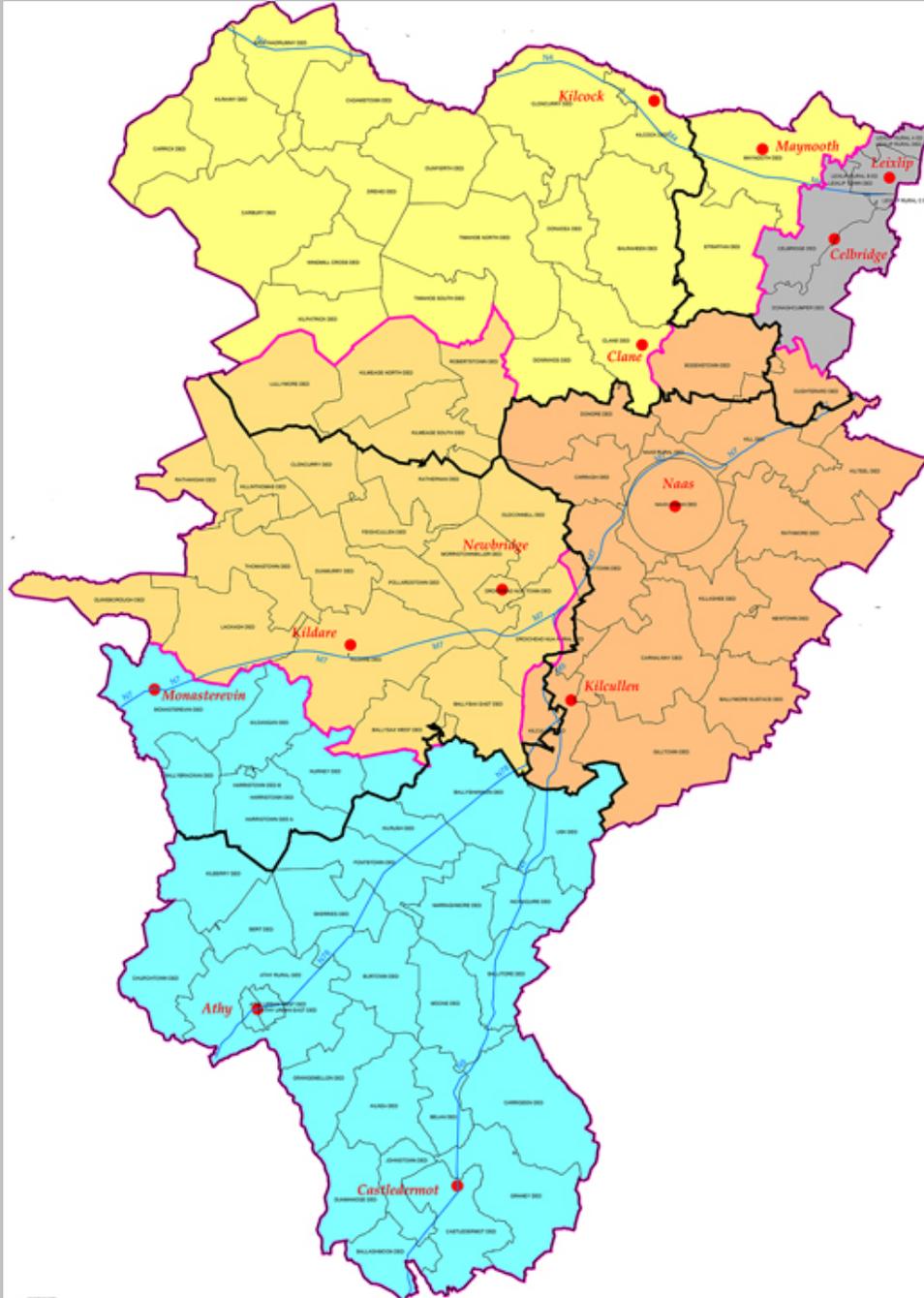
Fig 2.1 Map of Kildare highlighting five Municipal Districts

Fig 2.2 Map of Kildare highlighting neighbouring Counties

Appendix E

Mandates

Mandate of the Controller of Operations

The mandate of the Controller of Operations is set out below:

- To make such decisions as are appropriate to the role of controlling the activities of his/her Agency's services at the site (Controlling in this context may mean setting priority objectives for individual services; command of each service should remain with the officers of that service)

- To meet with the other two controllers and determine the Lead Agency

- To undertake the role of On-Site Coordinator, where the service s/he represents is identified as the Lead Agency

- To participate fully in the site coordination activity, including the establishment of a Site Management Plan

- Where another service is the Lead Agency, to ensure that his/her Agency's operations are coordinated with the other Principal Response Agencies, which includes ensuring secure communications with all agencies responding to the Major Emergency at the site

- To decide and request the attendance of such services as s/he determines are needed

- To exercise control over such services as s/he has requested to attend

- To operate a Holding Area to which personnel from his/her Agency will report on arrival at the site of the Major Emergency and from which they will be deployed

- To requisition any equipment s/he deems necessary to deal with the incident

- To seek such advice as s/he requires

- To maintain a log of his/her Agency's activity at the incident site and decisions made

- To contribute to and ensure information management systems operate effectively

- To liaise with his/her Principal Response Agency's Crisis Management Team on the handling of the Major Emergency

- To ensure adequate communication networks between the on-site and local co-ordination centres.

Mandate of the On-Site Coordinator

The mandate of the On-Site Coordinator is set out below:

- To assume the role of On-Site Coordinator when the three controllers determine the Lead Agency. Once appointed s/he should note the time and that the determination was made in the presence of the two other controllers on site

- To inform all parties involved in the response that s/he has assumed the role of On-Site Coordinator

- To determine which facility should be used as the On-Site Coordination 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 coordination purposes

- To ensure involvement of the three Principal Response Agencies and the principal emergency services (and others, as appropriate) in the On-Site Coordination Group

- To ensure that mandated coordination decisions are made promptly and communicated to all involved

- To ensure that a Scene Management Plan is made, disseminated to all services and applied

- To develop an auditable list of Actions (an Action Plan) and appoint an Action Management Officer where necessary

- To determine if and what public information messages are to be developed and issued

- To ensure that media briefings are coordinated

- To ensure that pre-arranged communications (technical) links are put in place and operating

- To ensure that the information management system is operated, including the capture of data for record purposes at regular intervals

- To ensure that the ownership of the Lead Agency role is reviewed and modified as appropriate

- To ensure that inter-service communication systems have been established and that communications from site to the Local Coordination Centre have been established and are functioning

- 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

- 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

- 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

- To coordinate external assistance into the overall response action plan

- To ensure that, where appropriate, pastoral services are mobilised to the site and facilitated by the Principal Response Agencies in their work with casualties

- 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

- 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 Coordination Group

- To ensure that all aspects of the management of the incident are dealt with before the response is stood down

- To ensure that a report on the coordination 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.

Mandate of the Chair of the Local Coordinating Group

The mandate of the Chair of the Local Coordinating Group is set out below:

- To contact the nominated members of the Local Coordination Group and confirm which Local Coordination 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 Coordination Group in performing its functions

- To activate the Local Coordination Centre and the appropriate support arrangements required to facilitate the Local Coordination Group

- To chair the Local Coordination Group and 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) Regional Major Emergency representatives of other agencies and specialists as appropriate

- If necessary, to decide and declare a regional Major Emergency

- If necessary, to activate a Regional Coordination Group

- To ensure that a report on the coordination 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.

Mandate of the Local Coordinating Group

Once it has been activated, the mandate of the Local Coordination Group is:

- To establish high level objectives for the situation and give strategic direction to the response

- To determine and disseminate the overall architecture of response coordination

- To anticipate issues arising

- To provide support for the on-site response

- To resolve issues arising from the site

- To ensure the generic information management system is operated

- To take over the task of coordinating the provision of information for the public as soon as it meets and use all available channels to make concise and accurate information available

- To decide and to take action to manage public perceptions of the risks involved, as well as managing the risks, during emergencies that threaten the public

- To coordinate and manage all matters relating to the media, other than on-site.

- To establish and maintain links with the Regional Coordination Centre (if involved)

- To establish and maintain links with the lead Government Department/National Emergency Coordination Centre

- To ensure coordination of the response activity, other than the on-site element

- To decide on resource and financial provision

- To take whatever steps are necessary to start to plan for recovery.

Appendix F

Moblilsation Procedure

Contents

Eastern Regional Control Centre Mobilisation Procedure

Format for Notifying the NDFEM of Declaration of a Major Emergency

by Kildare County Council

Controller of Operations Action Plan

ERCC MOBILISATION PROCEDURE
October 2021 Version

Action 1

Declaration has come from one of the Authorised Officers below;

Authorised Officer Name	Title	Mobile Phone No.
Celina Barrett	Chief Fire Officer	087 6624226
Niall O'Riordan	Senior Assistant Chief Fire Officer	087 2250355
Chanel Ryan	Senior Assistant Chief Fire Officer	087 2355310
Derek Whelan	Senior Assistant Chief Fire Officer	087 6600572
Ben Woodhouse	Assistant Chief Fire Officer	087 6434734
Derek Bergin	Assistant Chief Fire Officer	0871607320
Sonya Kavanagh	A/Chief Executive	087 1306001
Marian Higgins	A/Director of Services	087 2993273
Annette Aspell	Director of Services	087 3745014
Evelyn Wright	Director of Services	086 8150261
Eoghan Ryan	Director of Services	087 3424456
Joe Boland	Director of Services	087 9931053
Fiona Millane	A/Head of Finance	087 232 7968

Action 2

METHANE MESSAGE	You will receive a message from the Authorised Officer in the METHANE format. Record details pertaining to each letter of METHANE. Make sure to also note the name, rank and organisation (Gardaí, Fire or HSE) of the caller.
M	Major Emergency declared or imminent
E	Exact Location of the Emergency
T	Type of Emergency (Transportation, Chemical etc)
H	Hazards, present and potential
A	Access/egress routes
N	Number and Type of Casualties
E	Emergency Services present and required

> Note, If a Major Emergency has not been declared but is imminent then you may receive an ETHANE (as opposed to METHANE) message. The procedure remains the same.

Action 3

Alert the following & give the METHANE message;

Ambulance Control **	999/112 or 021 4640026
Garda Divisional HQ, Naas **	999/112
Rostered Senior Officer	As per Fire Brigade mobilisation
Kildare County Council Customer Care	045 980200 or 1890 500 333
Security Personnel Aras Chill Dara *(No METHANE Message Required)*	045 980256 *(Day)* or 0818 313050 *(Night)*
On-site Coordination Vehicle	Alert KE11A1
Controller of Operations	087 6624226 (Celina Barrett) or 087 6600572 (Derek Whelan) or any Director of Services *(numbers listed in Action 1 above)*
Department of Environment, Community & Local Government	1800 30 30 63

> ** When Kildare County Council has declared a Major Emergency, ERCC will both make and receive two calls from the other PRA's (An Garda Síochána and the Health Service Executive). The purpose of this crosscheck is to confirm that the PRA's are aware that a Major Emergency has been declared. It also ensures that the notification/confirmation has come from an Authorised Officer.

Action 4

Go to the SMS pager system at: http://sms.swedian.com/b2mpager/mysms

Account	**kildarefire**
Username	**pager**
Password	**pager**

Go to "Send SMS"
Click on "To"

In case of ETHANE message choose "ETHANE Message" from SMS message template

Select Group	Select Template	
Crisis Management Team	CMT Pager SMS	For testing choose "MEM Test Message" from SMS message template
Rostered Senior Officer	Rostered Senior Officer	

Click on "Send SMS" button

Format for Notifying the National Directorate for Fire & Emergency Management of a Major Emergency by Kildare County Council

Dial 1800 303 063

Date _____   Time _____

NOTIFICATION

This is ….(Name & position)…from Kildare County Council. In accordance with the provisions of the Framework for Major Emergency Management, I am requesting you to inform the Department of Environment, Heritage & Local Government that a major emergency has been declared in our functional area.

I can be contacted at _____(Contact Number)

DETAILS (where available

The details (where known at this stage) are as follows:

Major Emergency Declared	:
By whom	:
Time of declaration	:
Exact Location	:
Type of emergency situation	:
Lead Agency (where known)	:
Local Coordination Centre	:

EXERCISES & PHONE TESTS

Where this notification function is being exercised, the above 'Notification' message should be prefaced by and ended with the words;

'THIS IS AN EXERCISE, I REPEAT, THIS IS AN EXERCISE'

Separately, when the contact number is being tested, the message must identify which Local Authority is testing the line and the words 'PHONE LINE TEST ONLY' must be used

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Controller of Operations Action Plan

Upon receipt of a call from Kildare Fire Control, indicating that a Major Emergency has been declared, the Controller of Operations should mobilise the relevant Key Role Personnel or their alternates, as listed in the Major Emergency Handbook. An Information Manager, a Media Liaison Officer and a Director of Services should be mobilised to the site of the emergency, and the remainder should be mobilised to the Local Coordination Centre at Aras Chill Dara, Naas. Any other support personnel required on-site should be mobilised, as required, using Contact Details contained in the Major Emergency Handbook.

Appendix G

Lead Agency

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:

Emergency Incident Type	Initial Pre-nominated Lead Agency	Likely Change [1]
Road Traffic Accident [2]	An Garda Síochána	
Fire	Local Authority	
Hazardous Materials	Local Authority	
Train Crash	Local Authority	An Garda Síochána when rescue phase complete
Aircraft Incident	Local Authority	An Garda Síochána when fire fighting/rescue phase complete
Rescue	Local Authority	
Weather Related	Local Authority	
Biological Incident	Health Services	
Open Country Search & Rescue (Lowland)	An Garda Síochána	
Open Country Search & Rescue (Mountain)	An Garda Síochána	
Public Order/Crowd Events	An Garda Síochána	
CCBRN Conventional Chemical Biological Radiological Nuclear	An Garda Síochána	Local Authority Health Service Executive Local Authority Local Authority
Accidental Explosions/ Building Collapse	Local Authority	An Garda Síochána to investigate when search and rescue complete
Environmental/Pollution	Local Authority	
Marine Emergency Impacting On-Shore	Local Authority	
Water Rescue Inland	An Garda Síochána	

In certain situations where an emergency affects an extensive area or occurs near the borders of Local Authority areas, there may be a response from multiple 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.

Appendix H

Site Management

TRAFFIC CORDON

OUTER CORDON

INNER CORDON

DANGER AREA

CASUALTY CLEARING STATION

SITE CONTROL POINT

BODY HOLDING AREA

AMBULANCE LOADING POINT

HSE HOLDING AREA

GARDA HOLDING AREA

LA HOLDING AREA

MEDIA CENTRE

CORDON ACCESS POINTS

WIND
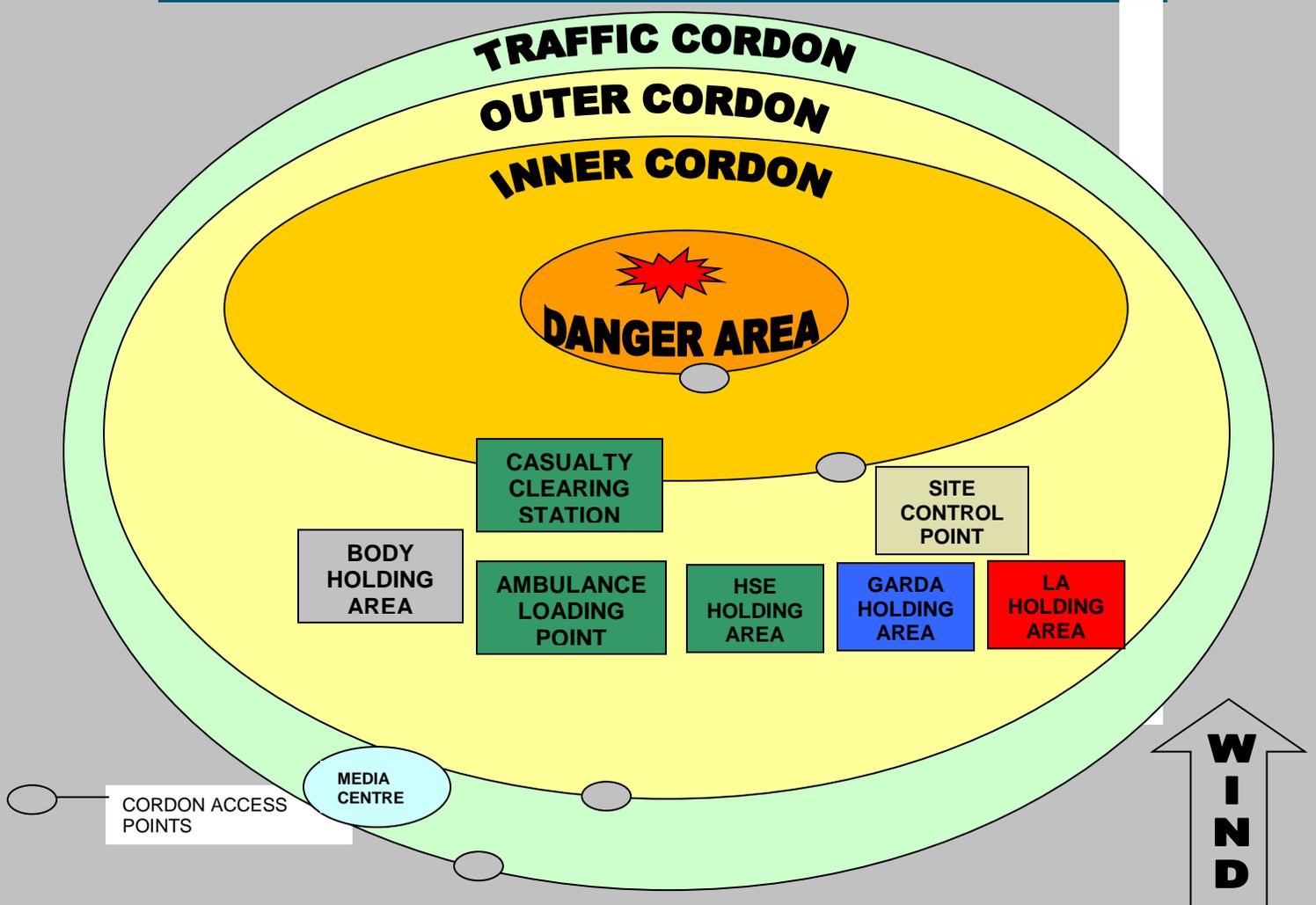
All or some of the following may be included in Site Management, as appropriate to the circumstances:

- Inner, Outer and Traffic Cordons
- Access Control Points
- Danger Area, if appropriate
- Site Access Routes
- PRA Control Points
- Site Control Point
- On-Site Co-ordination Center
- Rendezvous Point

- Holding Areas for different services
- Casualty Clearing Station
- Ambulance Loading Area
- Body Holding Area
- Survivor Reception Center
- Media Center
- Friends & Relatives Reception Center

Appendix I

Functions of Principal Response Agencies

Kildare County Council

Kildare County Council undertakes the following functions in the response to a Major Emergency:

- Declaration of a Major Emergency and notifying the other two relevant Principle* Response Agencies
- Mobilisation of predetermined resources and activating predetermined procedures in accordance with its Major Emergency Mobilisation Procedure
- Acting as Lead Agency, where this is determined in accordance with Appendix L and undertaking the specified coordination function
- Protection and rescue of persons and property
- Controlling and/or extinguishing of 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

- 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

- 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 counter-measures in its functional area which are required/recommended by an appropriate national body

- 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; and, 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

An Garda Síochána

An Garda Síochána undertake the following functions in the response to a Major Emergency:

- Declaration of a Major Emergency and notifying the other two relevant Principal Response Agencies
- Activation of predetermined procedures/arrangements in accordance with its Major Emergency Mobilisation Procedure
- Requesting assistance from the Defence Forces in line with agreed protocols, MOUs, SLAs and current practices
- Acting as Lead Agency, where this is determined in accordance with Appendix L, and undertaking the specified co-ordination function
- Maintaining law and order
- Implementing agreed site plan/management arrangements, as appropriate
- Traffic management
- Crowd control
- Implementing agreed aspects of evacuation procedures
- Informing the public, as necessary and on the advice of the competent authorities, of actual or potential dangers arising from the emergency
- Coordinating/conducting searches for missing persons
- Assisting and directing survivors/uninjured persons away from the site (and any danger area) to places of safety
- Collecting information on casualties and survivors
- Arrangements in respect of the dead, in association with the Coroner
- Recovery of bodies
- Provision of casualty bureau/casualty information service
- Preservation of the site
- Collection of evidence and forensic work
- Assisting the Coroner in the case of fatal casualties, inquiries or criminal proceedings
- Engaging any specialist contractors required to assist with emergency operations
- Exercising control of any voluntary or other service which it mobilises to the site
- 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 undertaking any countermeasures in its functional area which are required/ recommended by an appropriate national body
- 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 Garda services during the Major Emergency

Health Service Executive

The Health Service Executive undertake the following functions in the response to a Major Emergency:

- Declaration of a Major Emergency and notifying the other two relevant Principal Response Agencies
- Activation of predetermined procedures/arrangements in accordance with its Major Emergency Mobilisation Procedure
- Acting as Lead Agency, where this is determined in accordance with Appendix L, and undertaking the specified coordination function
- Provision of medical advice and assistance
- Provision of medical aid to casualties at the site
- Triage of casualties, and assigning them to hospitals for evacuation
- Casualty evacuation and ambulance transport
- Provision of hospital treatment
- Provision of psycho-social support to persons affected by the emergency
- Certification of the dead
- Support for An Garda Síochána's forensic work
- Support for the Coroner's role
- Provision of community welfare services
- Clinical decontamination and decontamination of contaminated persons on arrival at hospital
- Advising and assisting An Garda Síochána and Local Authorities on public health issues arising
- Exercising control of any voluntary or other service which it mobilises to the site
- 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
- Any other function, related to its normal functions, which is necessary for the management of the emergency/crisis
- Any function which the On-Site Coordinating Group requests it to perform
- Maintaining essential health services during the Major Emergency