Foreword

This document has been produced in consultation with Category 1 and 2 Responders as defined within the Civil Contingencies Act 2004, through the Norfolk Resilience Forum (NRF). This Plan provides a framework by which Norfolk will work with the media and the community in its response to an emergency within the County.

This plan underpins the principles of the Norfolk Resilience Forum. It is designed to give communications professionals, and others who may be allocated communications roles during an emergency, the information and guidance required to provide an effective service to the media and the local community on behalf of the agencies they work for.

John Ellis
Resilience Manager, Norfolk County Council
Chair of the NRF Programme Board
October 2011
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Purpose

The purposes of the arrangements outlined in this document are to assist with the:

- Saving and protecting of human life
- Relief of suffering
- Containment of the emergency – limiting its escalation or spread and mitigating its impacts
- As far as reasonably practicable, protecting property
- Provision to the public and businesses of warnings, advice and information
- Safeguarding of the environment
- Protection of the health and safety of responding personnel
- Maintenance and restoration of critical activities
- Maintenance of normal services at an appropriate level
- Facilitation of investigations and inquiries (e.g. by preserving the scene and effectively managing records)
- Promoting and facilitating of self-help in affected communities
- Facilitation of the recovery of the community (including mitigating the humanitarian, economic, infrastructure and environmental impacts)
- Evaluation of the response and recovery effort
- Identification of and taking action to implement lessons identified

Extract from Emergency Response and Recovery 2.5.4

Protocols

This document will take effect on 1st October 2011 and will be reviewed every three years. This process will be advanced should legislation or best practice guidance necessitate such action.

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

Contributing organisations are asked to notify the Norfolk County Council Resilience Manager of any changes that may impact on the content or procedures outlined in this document.

The NRF Programme Board will consider all amendments before publication.
Policy Statement

This plan has been classified as “NOT PROTECTIVELY MARKED” under the Government Protective Marking Scheme, which indicates positively that a protective marking is not needed.

The Plan supports the European Convention on Human Rights (ECHR). We will adhere to its principles namely, legality, legitimacy, proportionality, necessity and accountability. It also takes into account all current equality legislation.

This plan will be reviewed in accordance with the protocol detailed above, in order to ensure the best quality service delivery to the public. It has been produced on the above basis.
Record of Amendments

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<tr>
<td>Version 2</td>
<td>October 2011</td>
<td>NRF Members</td>
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If amendments are required to this plan, please notify:

Resilience Manager
County Hall
Martineau Lane
Norwich
NR1 2DH

nrf@norfolk.pnn.police.uk
## Plan Distribution List

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<td>East of England Ambulance Service NHS Trust</td>
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<td>Norwich International Airport</td>
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Each agency has a controlled copy of the document. They should not produce copies for internal distribution unless deemed absolutely necessary. If produced then effective document control must be exercised.
### Abbreviations

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<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>BBC</td>
<td>British Broadcasting Company</td>
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<tr>
<td>COMAH</td>
<td>Control of Major Accident Hazards Regulations 1999</td>
</tr>
<tr>
<td>DCLG</td>
<td>Department for Communities and Local Government</td>
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<tr>
<td>DEFRA</td>
<td>Department for Environment, Food and Rural Affairs</td>
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<tr>
<td>DEPM(s)</td>
<td>District Emergency Planning Manager(s)</td>
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<td>EA</td>
<td>Environment Agency</td>
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<td>EPDO</td>
<td>Emergency Planning Duty Officer</td>
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<td>ITN</td>
<td>Independent Television News</td>
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<td>LA</td>
<td>Local Authority</td>
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<td>NERRS</td>
<td>Norfolk Emergency Response and Recovery Strategy</td>
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<td>NFRS</td>
<td>Norfolk Fire and Rescue Service</td>
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<td>NRF</td>
<td>Norfolk Resilience Forum</td>
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<td>PIZ</td>
<td>Public Information Zone</td>
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<td>SCG</td>
<td>Strategic Coordinating Group</td>
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<td>STAC</td>
<td>Science and Technical Advice Cell</td>
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<tr>
<td>TCG</td>
<td>Tactical Coordinating Group</td>
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## Glossary

<table>
<thead>
<tr>
<th>Term</th>
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<tr>
<td>Casualty Bureau</td>
<td>Initial point of contact and information, maintained by the Police, for all data relating to casualties</td>
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<td>COMAH Regulations</td>
<td>Regulations applying to some chemical industry production and storage sites, where threshold quantities of hazardous substances, as identified in the Regulations, are kept or used.</td>
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<tr>
<td>Connecting in a Crisis</td>
<td>A BBC charter detailing their duties during an emergency</td>
</tr>
<tr>
<td>Emergency</td>
<td>An event or situation which threatens serious damage to human welfare in a place in the UK, the environment of a place in the UK, or the security of the UK.</td>
</tr>
<tr>
<td>MACR</td>
<td>The military equivalent of the COMAH Regulations.</td>
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<tr>
<td>Media Cell</td>
<td>Area where Communications Officers from responding agencies can work from. It is chaired by an agreed agency.</td>
</tr>
<tr>
<td>Media Cell Officers</td>
<td>The term used to describe Press Officers, PR Officers, Communication Officers or other relevant media related staff.</td>
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<tr>
<td>Media Centre</td>
<td>Central location for media enquiries, staffed by spokespersons from responding agencies, providing communication links and briefing facilities</td>
</tr>
<tr>
<td>Operational</td>
<td>The level (below tactical level) at which the management of ‘hands-on’ work is undertaken at the emergency site(s) or associated areas, equating for single agencies to Bronze level.</td>
</tr>
<tr>
<td>Strategic Coordinating Group (SCG)</td>
<td>Multi-agency body responsible for co-ordinating the joint response to an emergency at the local strategic level. This level sets the strategy, and establishes the overall response framework.</td>
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<tr>
<td>Tactical Coordinating Group (TCG)</td>
<td>A multi-agency group of tactical commanders that meets to determine, co-ordinate and deliver the tactical response to an emergency. This level supports and tasks the work to the operational level.</td>
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Part One - Introduction

1.1 Statement of Intent

Agencies and partners responding to an emergency will provide regular and accurate information to the media and the public.

Responders will also work with the media to help communities recover from the emergency by providing up to date information and advice.

1.2 Strategic Aim

The NRF strategy promotes a multi-agency approach to communicating risks to the public before, during and after an emergency.

The primary aim of communication is to ensure that the public is kept well informed about any emergency with regular, understandable and accurate updates issued through the media and other channels.

1.3 What is an Emergency?

This plan sets out how the NRF will work with the media and the community in its response to an emergency in the County.

An emergency is defined in Part 1 of the Civil Contingencies Act (CCA) 2004 as:

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

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

Typically an emergency could be:

- air/road/rail/sea related
- widespread food or water contamination
- natural hazards – floods, severe weather
- loss of essential services – electricity, sewerage, fuel, telephones or transport
- explosion/release of hazardous substances
- oil/chemical pollution
- terrorist activity
• pandemic influenza outbreak

In addition, specific locations could attract a significant level of media interest, examples of these would be the top-tier COMAH sites.

### 1.4 Media Involvement

An emergency will attract an immediate, and probably large-scale, media response. While the emergency services and other agencies respond to the events, it is likely that local, regional, national and international media will also be arriving at the scene, be that one location or many.

The public will turn to the media for information during an emergency. The media is a vital communications channel in providing information to people which may be important to their safety during an emergency.

Agencies must ensure that the information they provide is accurate, timely, joined-up, easily understood and delivered through accessible channels.

### 1.5 Target Audiences

Organisations engaged in warning and informing, need to consider what information different audiences will want, and when. This includes providing information in other languages in order to reflect diversity needs.

It must be remembered that a requirement of the CCA is to warn and inform the public with regard to an emergency.

In order to meet this duty, the establishment of a Media Cell may be necessary in order to facilitate the coordination of public messages.

The Public needs:
- Basic details relating to the emergency or issue – what, where, when (and who, why and how, if possible)
- To know the implications for health and welfare
- Advice and guidance (e.g. stay indoors, symptoms, preparing for evacuation)
- Reassurance

The Public wants to know:
- Other practical implications such as the effect on traffic, power supplies, telephones, water supplies, animals etc.
- A helpline number
- What is being done to resolve the situation

Note: It is generally considered that a well informed public is better able to respond to an emergency and to minimise the impact of the emergency within their community.
Media/Broadcasters require:

- Well-thought out and joined-up arrangements between the emergency services, local authority and other organisations, capable of providing agreed, timely information
- Contact arrangements for media information
- A media rendezvous point
- Access to well informed representatives from responding agencies
- Timely, accurate and reliable information.

With the emergence of social media, audience/public response to an emergency can be almost immediate. The broadcast media needs a similar response from emergency personnel so that the facts can be verified and the danger of inaccurate or inflated information being broadcast can be avoided.
Part Two - Activation and Response

2.1 General

The Norfolk Emergency Media Plan will be activated by declaration of an emergency by any of the following:

- Strategic Co-ordinating Group (SCG),
- Tactical Co-ordinating Group (TCG)
- Senior Media Officer from a Category 1 Responder.

Once the plan has been activated, the following will then be informed:

- Norfolk Constabulary - Communications & Public Affairs
- Norfolk County Council - Corporate Communications
- The relevant District Councils - Communications Leads
- Norfolk Fire and Rescue Service - Communications Officer
- NHS Norfolk and Norfolk’s Hospitals - Communications Officers
- East of England Ambulance Service NHS Trust - Communications Officer

2.2 Early Stages

Lead Agency

It is important to establish which agency is leading communications with the media. This will ensure that messages are not confused and that the media have - at least initially - a single point of contact from which to gain information.

The lead agency will normally be determined by the nature of the emergency and the communications team within that organisation will co-ordinate the media/communications response.

There is an agreed protocol in place for the lead communications agency to transfer to a partner agency once the immediate response is judged to have finished.

In most cases where there is a ‘blue light’ emergency the Police will coordinate the response, both operationally and for communications.

However, in some cases, such as an animal disease outbreak, Norfolk County Council will take the lead, whilst for cases such as pandemic flu, NHS will have primacy.
Responsibilities of the Lead Agency

- **Set** up a media cell within TCG or SCG as appropriate
- **Confirm** its lead role on communications through the SCG or TCG
- **Inform** other key stakeholders (emergency services, local authorities, DCLG – Central Resilience Team) of its lead role
- **Issue** - either verbally or via news release - initial communications on the emergency
- **Establish** a key spokesperson from the lead organisation and/or others as appropriate, briefing participants with key messages
- **Co-ordinate** on-going activity and briefing, in liaison with the SCG or TCG
- **Write, approve and issue** holding statements, news releases etc
- **Take responsibility** for and managing (including keeping records of calls taken) telephone contact from journalists
- **Communicate** with any media professionals in partner agencies who may be undertaking more tactical and/or operational roles
- **Organise** and plan face-to-face media briefings and news conferences
- **Arrange** for the updating of appropriate websites and provide material/content
- **In liaison with** SCG or the TCG, transfer lead agency responsibility when appropriate

Issue of Information

In the early stages of an emergency, details regarding the event are normally characterised by a degree of confusion as information is gathered from a number of agencies, sources and locations.

However an early news release, or agreed Holding Statement (see Appendix F) will help establish initial media and public information, and provide a timescale for further updates.

Managing the needs and expectations of broadcast media will be important at this time, as bulletins and programmes may be entirely given over to coverage of an emergency.

Rolling news services provided by the BBC, ITN, Sky and international networks mean that the demand for information and updates may be constant.

The use of Digital Media has a significant impact upon a media strategy, for further detail see section 3.3.

Initial holding statements should be followed up and regular updates provided.

Regular briefings will also need to be held in a safe location for journalists. These can be timed to fit in around bulletins and be used to support news
release information, or instead of updates by news release, as the situation dictates.

The media are key in distributing important messages to the public, identifying, informing and reassuring those who are affected and those who are not, so that fear and confusion does not develop.

Establishing good media relations from the outset of an emergency will set the precedent for the development of continued positive contact.

2.3 Individual Roles and Responsibilities

2.3.1 Lead SCG/TCG Communicator

This person will:

- Be the link for information transmission between the SCG/TCG to the Media Cell
- Have overall responsibility for the content of messages communicated to the Media Cell for onward transmission to the media and other agencies
- Establish the timetable for any news conferences and media briefings and determine who will act as Chair
- Have overall control of the deployment and roles undertaken by staff at the Media Cell and ensure that the media centre is fully staffed and operational for the duration of the emergency.

2.3.2 Media Cell Manager

This person will:

- Have responsibility for the effective running and staffing of the media centre and for the timely dissemination of messages to the media
- Be responsible for ensuring communications professionals are deployed to the scene and/or other locations, as required
- Ensure rotas are in place to staff the Media Cell and Media Centre.

2.3.3 Media Cell Officers

This person will:

- Deal directly with the media over the telephone, email, and face-to-face either on the scene or in the Media Centre
- Ensure that specific questions asked by the media are fed back to the Media Cell Manager for onward transmission, as necessary, for an SCG approved response
- If required be deployed to support operational or the TCG in order to facilitate media handling close to the scene
• Be responsible for recording all incoming media enquiries either electronically or on paper, and recording the response issued and the time of that response
• Monitor media output and provide regular summaries to the Media Cell Manager
• Be responsible for issuing news releases and information onto appropriate websites, liaising with partners where necessary
• Utilise internal platforms to communicate consistent messages to staff and employees of partner organisations and agencies.

2.3.4 Spokesperson

A spokesperson will normally be a selected officer(s) from the responding agencies, preferably media trained and experienced in broadcast interviews. A spokesperson will speak with authority on the role played by their agency in dealing with the emergency.

2.3.5 Support Staff

Support staff may be required to help with the communications effort during an emergency. They will be deployed in roles which require them to undertake tasks relevant to their skill sets. These may range from copying and distributing news releases and other support duties as required by the Media Cell Manager.

2.3.6 Site Representatives

There may also be media representatives from the affected site as part of the Media Cell. These need to be accommodated. They may give interviews and release press statements with regard to their organisation.

2.3.7 Telephone Bureau Supervisor

This role requires management experience and includes liaison with the Media Cell Manager, to ensure telephone bureau staff have access to all information authorised for release - including copies of all news releases and key points from news conferences.

They are responsible for ensuring all unanswered queries are recorded and liaising with the Media Cell Manager to obtain replies.

There is also a duty to provide support for telephone bureau staff, offering advice, taking particularly difficult calls and making sure they receive refreshments/meals breaks.
2.3.8 Telephone Bureau Staff

Personnel staffing the telephone bureau must have good telephone skills and be able to work under pressure. They are essential in mitigating pressure by answering queries with authorised information and noting new enquiries for which answers have to be sought.

They will work from news releases/written news conference records as provided by the telephone bureau supervisor.

All queries which cannot be answered from authorised information will be recorded by staff and passed to the telephone bureau supervisor, as are queries which are particularly difficult or complex.

2.3.9 Other Key Agencies

Circumstances of the emergency will determine if other key agencies need to be represented within the media cell. Typically these could be:

- The Environment Agency
- The Armed Forces including the USAF
- COMAH Sites Operators
- Commercial Enterprises
- Transport Companies
- Central Government departments (e.g. Defra)
- Utility Companies

2.4 Other Considerations

2.4.1 VIP visits

VIP visits are likely to be handled by DCLG - Central Resilience Team in liaison with the lead agency.

Media Cell Officers will provide a briefing and assist with identifying venues for other key elements of the visit.

2.4.2 The Voluntary & Faith Sector

Dealing with emergencies may place a great strain on the resources of Category 1 responders and additional support from Voluntary and Faith organisations should be considered.

The NRF Voluntary and Faith Group Capabilities Directory is a resource available to all responders. It provides details of Voluntary & Faith organisations and outlines their resource and capabilities that could be utilised within an emergency.
Part Three - Communication Methods

3.1 News Releases

News releases may be issued at significant periods throughout the emergency. Initially these will take the form of holding statements (see Appendix F) but will change in format and content as the situation progresses.

Although there will be a lead agency, it is important that the response is joined up, consistent and accurate.

News releases should be published on the internet sites of both the lead agency, their partners and all other agencies involved.

3.2 News Conferences

News conferences are a useful method for reiterating key messages, information and advice, and for reinforcing appeals.

News conferences will be organised by the lead agency and will involve senior officers/staff members who are leading the response to the emergency as well as representatives from the company if appropriate.

3.3 Digital Media

The increase in digital media, including Social Media such as Twitter and Facebook, has changed the face of emergency communications and cannot be ignored.

Mediums such as Twitter can create instant news ‘buzz’ and can spread news and images extremely quickly and well beyond those who actively use it. It can often be the first place people hear about an emergency.

Advances in mobile phone technology mean more people have a greater ability to disseminate words and images quickly.

Social Media not only needs to be engaged with proactively and used as a key communications channel but also needs to be monitored for misinformation. Such misinformation and rumour needs to be responded to through the same medium.

The media will not only monitor digital media but will also use these channels as a means of communicating more widely.

There is now a role within the Media Cell for monitoring and engaging with digital media.
3.4 Direct Communications

3.4.1 Police Direct

Police Direct is a tool to communicate directly to local residents using telephone, fax, email or text message. It provides instant, targeted community updates to individual neighbourhoods.

3.4.2 Floodline Warnings Direct

Floodline Warnings Direct is an Environment Agency free service that provides flood warnings direct to the public via telephone, mobile, fax, pager and text. Customers can register a maximum of 5 contact details.

If a flood warning is issued in their area, an automatic message is sent informing them of the warning. The Environment Agency aims to give two hours notice day or night of flooding from rivers and six hours notice of flooding from the sea.

The Environment Agency also provides Floodline on 0845 988 11 22. This telephone based service allows the public to register for Floodline, report flooding or make enquiries regarding the current status of flood warning. It provides more details that can be included in the direct telephone message.

The Environment Agency also has a 24 hours Incident Hotline for the public or professional partners to report incidents. The public access number is 0800 80 70 60.

3.4.3 Informer Systems

Some COMAH sites have an automatic warning system (Informer) which allows for the sending of messages to those people within the Public Information Zone (PIZ), who have registered to receive warnings. The decision to activate the system will rest with the affected site.

3.5 Connecting in a Crisis

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

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

4.1 General

The Cabinet Office guidance entitled Emergency Response and Recovery describes three distinct layers of response to any emergency. Where multi-agency groups are convened to co-ordinate the activities of individual agencies these are known as:

- Strategic Co-ordinating Group (SCG)
- Tactical Co-ordinating Group (TCG)
- Operational Response

Staff at each level must share information to ensure that decisions are made with all the relevant facts to hand.

For individual organisations there is a recognised three-tiered command structure used during an emergency that mirrors the multi-agency structure:

![Command Structure Diagram]

It is likely each responding agency will establish its own Gold, Silver and Bronze groups to co-ordinate their own agency response to an emergency. They will also send representatives to sit on the SCG, TCG when and where necessary.

The degree and speed of escalation and establishment of these groups will depend on the nature and scale of the emergency.
4.1.1 Strategic Co-ordinating Group (SCG)

This is a strategic decision making forum made up of senior representatives of all the organisations involved.

The Communications Director of the lead agency will sit on the SCG, supported by other communications and media staff as necessary.

4.1.2 Tactical Co-ordinating Group (TCG)

This is a tactical decision making forum made up of silver level representatives of all the organisations involved.

It is usually the Communications Manager of the lead agency that is the TCG communications lead, supported by other communications and media staff as necessary.

4.1.3 Operational Response

These are the hands-on people based at various locations, usually around the scene and other sites (for example, mortuary, reception centre, cordons).

They take decisions in order to fulfil the tactics set by the TCG.

The operational communications lead is usually a Communications Officer within the lead organisation, supported by other staff as necessary.

No single agency has command authority over other agencies’ personnel or resources and the above groups allow for a co-ordinated and directed response.

4.2 Operational Considerations

4.2.1 Media at the scene

The media will arrive at the scene of any emergency - assuming there is a scene – if not before, then shortly after the emergency services and other agencies.

Cordons around the emergency will normally be established by the Norfolk Constabulary and/or Norfolk Fire and Rescue Service.

A media liaison point should be set up close enough to the emergency for the media to film the scene, if appropriate. As well as interview with it as a backdrop, but far enough away from the scene for the emergency services and other agencies to work unhindered.
The media will want to film and record at the scene and communications officers at TCG/Operational will need to accommodate this.

It is not advisable to hold full-scale news conferences at the scene but updates and interviews can be given from the scene (based on information issued by SCG/TCG, if appropriate and safe).

Controlled access, which may involve arrangements to pool cameras, may need to be facilitated. This will need to be arranged and agreed through the lead agency and with the consent of SCG/TCG, if appropriate and safe.

Early access to the scene of an emergency will ensure journalists and media organisations can report the emergency first-hand with accuracy and encourage positive reporting of how the situation is being handled. It will also help establish firm ground rules for what is and is not possible in terms of access.

### 4.3 Media Cell

This is the area where Communications Officers from all agencies can work together. It is headed up by the lead agency TCG Communicator.

Messages from SCG and TCG command are delivered to Communications Officers in this cell – those messages are then passed to the media.

The media cell should be close to but not impinge on the work of SCG or TCG and provides the facilities for press officers and spokespersons.

### 4.4 Telephone Bureau

Following an emergency, there will be intense pressure on telecommunications in affected areas from members of the public.

While media help in publicising numbers is invaluable, telephone enquiries from the media should be dealt with by communications professionals through the existing range of numbers.

Should media enquiries become too great for existing communications professionals to deal with, staff can be drafted in to help take and record media enquiries, and issue statements.

To ensure consistent messages, the public telephone helpline will issue similar information as that issued direct to the media.
4.6 Media Officers Resilience

Media officers must be self sufficient in terms of IT and other resources as there may not be any provision at the SCG, TCG and Operational locations.

The following checklist should provide some guidance:

- Mobile phone
- Mobile phone charger (cigarette lighter charger?)
- Laptop (WiFi)
- Access (phone or laptop) to Internet/Social Media
- Memory stick (to transfer data if needed)
- Copy of NRF Norfolk Emergency Media Plan
- Contacts list
Part Five – Stand Down

5.1 SCG/TCG will declare Stand Down

The Lead SCG/TCG Communicator, following consultation with the SCG or the TCG, will decide when arrangements for responding to the media (including the issue of media statements) are no longer required.

5.2 Post Incident Debrief

At the conclusion of the emergency, it is important both communicators and members of the media review performance.

Lessons indentified within the emergency and post incident debrief should be reflected, as appropriate, within the NRF Norfolk Emergency Media Plan and future policy and procedures.

5.3 Staff Support

It is important to recognise that the role played by Communication Officers has the potential to expose them to traumatic events. With this in mind, support services such as Occupational Health type services should be made available to potentially effected staff should the need arise.
Appendix A – Lead SCG/TCG Communicator checklist

☐ Establish where communications will be coordinated from

☐ In light of where SCG/TCG is based, decide where the Media Cell and Media Centre will be located

☐ Establish how many media professionals are available – determine needs

☐ Appoint and brief Media Cell Manager

☐ Provide key messages for Media Cell in timely manner

☐ Use agreed template for holding statement to initiate media statement

☐ Inform partners and agencies

☐ Establish key spokesperson from the lead agency

☐ If appropriate, ensure a helpline has been set up with the number disseminated to the media as soon as the service is operational

☐ During an emergency, ensure a communication briefing mechanism is in place and outcomes recorded

☐ Stand down resources once agreed by the SCG/TCG Chair. Consider a stand down/recovery news conference and news release

☐ Post-incident debrief – at the conclusion of the emergency

☐ Establish agreed contact numbers for internal and external communications
## Appendix B – Media Cell Manager checklist

- Set up Media Cell and Media Centre
- Appoint:
  - Media Cell Officers
  - Media Centre Supervisor
  - Media Monitoring Assistant
  - Administrative Support
- Allocate staff to set up Media Cell and Media Centre
- Brief Media Cell of key messages and lines to take
- Set up communications channels with partners and agencies
- Social Media – Monitored/proactively engaged
- Ensure consistency of messages from SCG/TCG reach Media Cell and Media Centre
- Feedback journalist questions from Media Centre to SCG lead Communicator
- Ensure information is posted on appropriate websites
- Establish a running log of up-to-date facts and background information. This will help to plug gaps in the news-flow at all stages of the emergency
- Stand down resources once permission has been agreed by SCG/TCG Chair
- Hot debrief at the conclusion of the emergency with the Media Cell.
Appendix C - Establishment of a Media Centre

FROM: INSERT LEAD AGENCY NAME
TO: All Media

In response to media interest concerning an emergency at INSERT LOCATION it is essential that all media enquires are directed to INSERT VENUE.

The telephone number for media calls is XXXXX XXXXXX.

In addition, a media centre for reporters to work from has been established at INSERT LOCATION.

The telephone number (for media internal use only) is XXXXX XXXXXX.

Ends
Appendix D – Media Centre checklist

Following the initial stages of an emergency, a media centre should be established, if appropriate, with the purpose of creating an area where Communications Officers from responding agencies can work together.

The location of the centre will depend on the circumstances of the emergency. It is the responsibility of the lead agency to establish the media centre.

Joint working facilities for communications professionals and spokespeople are essential within the media centre.

This will enable Communications Managers from different agencies to liaise with one another, agree messages/lines to take, brief spokespeople and communicate effectively with SCG on strategic approaches.

The media centre should meet a number of simple criteria, they include:

- A desk-based working area where journalists can “file copy”
- Telephone and data-point ports
- Whiteboards (or similar) where information and updates can be posted
- Close proximity to other rooms which can be used to brief spokesperson before news conferences etc
- A suitable backdrop for TV interviews and an area for radio interviews - both live and pre-recorded
- Welfare facilities and refreshments
- Other logistical requirements as identified at the time
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Appendix E - Grab Bag

Suggested ‘grab bag’ items for a Communication Officers response to an emergency include:

- Copy of Norfolk Emergency Media Plan
- Mobile phones, batteries and chargers
- Communications staff tabards & reflective jackets
- Digital camera
- Media contacts lists
- Notebooks and pens
- Maps of Norfolk
- Torch and batteries
Appendix F – COMAH/MACR in Norfolk

The Control of Major Accident Hazard Regulations 1999 (The COMAH Regulations) are part of a series of regulations, made under Health and Safety legislation, which are aimed at reducing the risk to the public from sites which store and use particular hazardous substances.

The COMAH Regulations set out a range of hazardous substances and two threshold quantities – upper and lower – for each. Any site where storage exceeds either of the thresholds must comply with the Regulations. If only the lower threshold is exceeded, the site becomes a lower-tier site, while any site which exceeds the higher threshold becomes a top-tier site.

The Regulations set out a range of requirements including the need for onsite & offsite emergency plans, regular training & exercising and the sharing of information with partners and the wider community. Under the COMAH Regulations Norfolk County Council is required to prepare and maintain offsite emergency plans for all top tier COMAH sites within the County. It is the responsibility of the Health & Safety Executive and the Environment Agency (jointly known as the Competent Authority) to ensure the requirements of COMAH are met.

The procedures defined within the Norfolk COMAH offsite plans have been formulated from national guidance, supported by the learning identified through regular training and exercises. The plans can be readily used in emergencies, where appropriate, augmenting the Norfolk Emergency Response and Recovery Strategy, which is the overarching document outlining the multi agency response to emergencies in the County of Norfolk.

The offsite plans include initial holding statements for use by the media (see Appendix G), although predominate initial advice in the unlikely event of a major incident, is to go indoors, stay inside with windows and ventilation shut and tune in to the local radio station for more information.
Norfolk currently has five top tier COMAH sites:

**Bacton Gas Terminal Complex:**

- The Bacton Gas Terminal Complex (BTC) is located on the coast road between the villages of Bacton and Paston. It comprises four individual operating sites and covers an area of 81 hectares (200 acres).
- The BTC is part of the UK’s national infrastructure. Three of the four sites at the complex are classified as “top tier” under COMAH, but since an incident on any of the sites could have a potential “domino” effect, the entire complex is dealt with as a top tier site.
- The individual operators are:
  - Production Terminals:-
    - Perenco UK Ltd
    - Shell UK
  - Distribution Terminals:-
    - National Grid
    - Interconnector (UK) Ltd
- Natural gas comes ashore at one of the two production terminals where it is processed then piped to the National Grid Terminal from where it is fed into the UK distribution network. The Interconnector terminal provides a gas transportation system between the UK and mainland Europe through which gas can be imported and exported.
- The British Pipeline Agency site at North Walsham, a lower tier site, is used as storage for part of the BTC operation and has its own offsite plan.
**Bayer CropScience, Norwich:**
- Bayer CropScience Ltd is situated on Sweet Briar Road (the Norwich Ring Road), approximately 1.5 miles north west of the city centre.
- The complex comprises two areas, known as North Site and South Site, which are separated by Hellesdon Hall Road.
- Principally the site manufactures and formulates a varied range of chemicals, mainly for agricultural and horticultural uses. The site also produces animal health and industrial chemical products.
- The Bayer CropScience main headquarters are located in Monnheim, Germany, and its UK headquarters are near Cambridge.

**Brenntag Inorganic Chemicals (Thetford) UK:**
- Brenntag is located on an industrial estate - Brunel Way, by the A11 near Thetford.
- The site manufactures Sodium Hypochlorite, a product more commonly known as “industrial bleach”. It uses a technique involving Sodium Chloride (salt) and water.
- The product produced is provided to other sites and companies, e.g. Jeyes, where it is diluted for consumer use (bleach) or used within other processes.

**Dow Chemical Company Ltd:**
- The Dow Chemical Company Ltd (Kings Lynn) is an industrial complex, situated on the eastern bank of the river Great Ouse. Other industrial premises and a few of private dwellings surround the site.
- The site processes and stores a variety of chemicals for the manufacture of a number of products, these include Styrofoam, insecticides and fungicides.
**Thetford Petroleum Storage Depot:**

- Thetford Petroleum Storage Depot (TPSD) stores aviation fuel for distribution by pipeline and road tankers to various locations in East Anglia.
- The site and its associated pipelines form part of the countrywide Government Pipeline and Storage System (GPSS), these are continuously monitored by the Supervisory Control and Data Acquisition (SCADA) control centres at Rawcliffe, East Yorkshire and Aldermaston, Berkshire.
- The GPSS is operated on behalf of the Government by the Oil Pipeline Agency (OPA).
- TPSD is operated by Greystar on behalf of the OPA.

**Major Accident Control Regulations (MACR)**

The Ministry of Defence (MOD) is not covered by the COMAH Regulations, but due to the nature of some of the substances stored at their bases they operate within a similar system to COMAH; this is known as the Major Accident Control Regulations (MACR) or, within the MOD, as the Joint Services Protocol (JSP) 498. The requirements are basically the same as COMAH, with the only difference being the inspection regime.

Norfolk currently has one top tier MACR site:

**RAF Marham:**

- RAF Marham is an active military air base situated near to the village of Marham. The site is surrounded by rural countryside and the villages of Marham, Shouldham and Narborough.
- RAF Marham fulfils various responsibilities to assist in the defence of the UK.
- The base uses a variety of equipment and materials which are covered by MACR.
Possible Media Interest in COMAH/MACR

The following is a simple list of the kind of issues that media organisations may be interested in, and report on, in connection with the above mentioned sites:

- Risk to the public
- Risk to the environment
- Political issues
- Planning issues
- If there were to be an incident:
  - Community impact
  - National impact
  - Efficiency of response
  - Investigations and public enquiries
Appendix G – Holding Statements

Generic news release templates have been prepared, ready for use in an emergency.

Location

These templates are likely to be kept at:

- Gate houses of COMAH sites
- Executive offices of COMAH sites
- Communications & Public Affairs, Norfolk Constabulary
- Secera System, Norfolk Constabulary
- Resilience Team, Norfolk County Council, County Hall, Norwich

Specific templates

Holding Statements have been produced for Norfolk’s five COMAH sites, along with a generic template for non-COMAH sites and scenarios. The following templates are included within this plan:

1. Severe Weather
2. Flooding
3. Swine Flu
4. Pollution
5. Significant Emergency – generic template
6. Bacton Gas Terminal Complex
7. Bayer CropScience
8. Dow Chemical Company
9. Thetford Petroleum Storage Depot
10. Brenntag Inorganic Chemicals Ltd
Holding Statement

1. Severe Weather

INSERT AGENCY NAME has issued a severe weather warning for Norfolk.

INSERT WEATHER CONDITIONS has been forecast for INSERT TIME PERIOD.

Members of the public are advised not to travel, stay at home and to:

“GO IN, STAY IN, TUNE IN”

To the local radio, BBC Radio Norfolk 95.1FM, 95.6 and 104.4FM, 855 and 873 MW, Heart 102.4FM, Radio Norwich 99.9FM, The Beach 103.4FM, North Norfolk Radio 96.2 and 103.2FM, KLFM 96.7FM, BBC Radio Suffolk 104.6FM unless otherwise advised by the Emergency Services.

If your journey is essential then motorists are advised to:

- Listen to local weather and travel advice on the radio or on TV
- Allow extra time for your journey and tell someone of your destination and expected arrival time
- Braking sharply in freezing conditions can result in a skid – reduce speed gradually
- Check your vehicles before setting out – check wiper blades are working, top up your water with window wash and ensure lights are clean and in good working order
- Take provisions with you for long periods of time in your car

Examples of when to call 999:

- If someone’s life is in danger
- If there is a risk that someone could seriously hurt themselves or somebody else
- If a crime is happening or is about to happen

Ends
Holding Statement

2. Flooding

Floodline Warnings Direct is an Environment Agency free service that provides flood warnings direct to the public via telephone, mobile, fax or pager and mobile. Customers can offer a maximum of 5 contact details.

If a flood warning is issued in their area, an automatic message is sent informing them of the warning. The Environment Agency aims to give two hours notice day or night of flooding from rivers and six hours notice of flooding from the sea.

The Environment Agency also provides Floodline on 0845 988 11 88. This telephone based service allows the public to register for Floodline, report flooding or make enquiries regarding the current status if flood warning. It provides more detail that can be included in the direct telephone message.

The Environment Agency also has a 24 hours Incident Hotline for the public or professional partners to report incidents. The public access number is 0800 80 70 60.

The Environment Agency, working with other partner agencies, has specialist resources and contingency plans in place to deal with a potential serious flood threat or breach of sea defences in INSERT PLACE.

If the situation deteriorates further bulletins will be broadcast on local media. The public should be on the alert for further warnings from the Environment Agency.

At this time residents in vulnerable and low lying areas may wish to consider the following points to reduce risk to themselves, friends and family if flooding occurs or is expected.

- Travel in the risk areas only if absolutely necessary
- Fasten doors and think about using sandbags.
- Prepare to move upstairs - take food, clothes, blankets and torches with you.
- Consider moving valuable objects and important documents somewhere safe and protect them by tying them in plastic bags
- Consider switching off gas and electricity, if flood water enters your home
- Arrange for pets and livestock to be placed in a safe area
- Fill the bath and buckets with water for washing. Drinking water should be stored in clean bottles
- Tell your neighbours, especially if they are elderly or need extra help

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Page 53 of 65
NOT PROTECTIVELY MARKED
- If you live at ground level or in a basement, think about staying with neighbours who have upstairs accommodation or go to an Evacuation Centre.

You should listen for more warnings from the Police and/or Environment Agency so look out for further information on the news. Please do not call 999 for Emergency Services unless it is absolutely necessary.

Examples of when to call 999:

- If someone’s life is in danger
- If there is a risk that someone could seriously hurt themselves or somebody else
- If a crime is happening or is about to happen

For further information call the ENVIRONMENT AGENCY FLOOD LINE on 0845 988 1188

Ends
Holding Statement

3. **Pandemic Flu**

A case of swine flu has been confirmed within Norfolk today, DAY, DATE, MONTH, and YEAR.

The symptoms of swine flu in people are similar to the symptoms of regular human seasonal flu infection, a feverish illness accompanied by one or more of the following:

- Headache
- Coughing
- Sore throat
- Muscle aches
- Fatigue
- Shortness of breath
- Lack of appetite
- Some people with swine flu have also reported vomiting and diarrhea

Should you develop symptoms you should ensure that you:

- Avoid contact with other people as much as possible
- Stay at home and keep away from work, school or crowds as much as possible
- Rest and take plenty of fluids

**Catch It, Kill It Bin It**

You can reduce, but not eliminate, the risk of spreading swine flu by following this hygiene advice:

- Cover your nose and mouth when coughing or sneezing, using a tissue
- Dispose of dirty tissues promptly and carefully
- Maintain good basic hygiene, for example washing hands frequently with soap and water to reduce the spread of the virus from your hands to face or to other people
- Clean hard surfaces (e.g., door handles) frequently using a normal cleaning product
- Make sure your children follow this advice

For more information and advice on swine flu go to

[http://www.nhs.uk/conditions/pandemic-flu/Pages/Introduction.aspx](http://www.nhs.uk/conditions/pandemic-flu/Pages/Introduction.aspx)

Ends
4. **Pollution**

Norfolk County Council and its partners are attending a pollution emergency at INSERT LOCATION.

Members of the public are advised to avoid the area and adhere to the instructions of the emergency services.

Any further advice will be issued proactively to the media.

Members of the public should tune into their local radio station for further information unless advised by the emergency services.

BBC Radio Norfolk 95.1FM, 95.6 and 104.4FM, 855 and 873 MW,. Heart 102.4FM, Radio Norwich 99.9FM, The Beach 103.4FM, North Norfolk Radio 96.2 and 103.2FM, KLRM 96.7FM, BBC Radio Suffolk 104.6FM.

**NOTE TO EDITORS**

A further statement will be given within an hour.

Ends
Holding Statement

5. **Significant Incident - Generic**

A multi-agency operation is underway following an incident at PLACE at TIME on DAY MONTH YEAR.

Police, fire and ambulance crews are at the scene.

Any casualties?

All accounted for?

Road closures?

Advice to public?

News conference?

Reassurance quote?

TIME

**NOTE TO EDITORS**

A further statement will be given within an hour.

Ends
Holding Statement

6. Incident – Bacton Gas Terminal

This Holding Statement to be issued by Norfolk Constabulary at the earliest convenience following the confirmation of an incident at the Bacton Gas Terminal in which the Red Alert alarm is activated.

INCIDENT – BACTON GAS TERMINAL
We can confirm that at (time………) today (date………) an incident occurred at the Bacton Gas Terminal Complex.

Well rehearsed Emergency Plans are in place and the Emergency Services have been called.

The general public within the Public Information Zone are asked to adhere to the Red Alert safety advice:

“GO IN, STAY IN, TUNE IN”

Go indoors, stay indoors shutting the windows and tune in to the local radio stations.

BBC Radio Norfolk 104.4FM
Heart 102.4FM
Radio Norwich 99.9FM
North Norfolk Radio 96.5FM & 103.2 FM.

A further statement will be issued as information becomes available.

Media Contact:
(Insert name of nominated media spokesperson and 24 hr contact details. Consider using the Norfolk Constabulary Newsroom if staffed – 01953 423666)

NOTE TO EDITORS
Information for residents in the Public Information Zone
• Stay calm.
• DO NOT evacuate unless advised to do so by the emergency services.
• Make sure your neighbours are aware and go indoors.
• Close external doors and windows and turn off ventilation systems.
• Extinguish all naked flames if possible.
• Do not go out to pick your children up from school – they will be looked after.
• You will be informed when the incident is over.

Ends
Holding Statement

7. Incident – Bayer CropScience Ltd

This Holding Statement is to be issued by Norfolk Constabulary at the earliest opportunity following the confirmation of an incident at the Bayer CropScience site Norwich in which there has been the activation of the Offsite COMAH plan.

INCIDENT – BAYER CROPSCIENCE, NORWICH

Norfolk Police can confirm that at (time...........) today (date...........) an incident occurred at the Bayer CropScience site on Sweet Briar Road, Norwich.

Well rehearsed Emergency Plans are in place and the Emergency Services have been called.

Until more detail about this fast-moving situation is available, residents in the area of the site are advised to:

“GO IN, STAY IN, TUNE IN”

Go indoors, stay indoors and close all windows and air conditioning units. For more information tune in to local radio stations:
- BBC Radio Norfolk 104.4FM
- Heart 102.4FM
- Radio Norwich 99.9FM

A further statement will be issued as information becomes available.

(IF APPROPRIATE)
As an additional precautionary measure, parents are advised that children at some schools in the area are being kept in and looked after at school. Until further notice children should not be picked up at going home time. Further advice will be issued as soon as possible. The schools currently affected are: XXXXXXXX.

(IF APPROPRIATE)
A number of roads in the area have been closed to traffic to allow the emergency services better access to the site. These are: XXXXXXXX.
A spokesperson for Norfolk Police said: “The nature of today’s incident is still being investigated and we can reassure people in the area that the emergency services are well-trained to deal with it as a result of frequently rehearsed emergency plans. Until matters become clear our advice is to “Go In, Stay In, Tune In” and await further information”.

Media Contact: ________________________________
(Insert name of nominated media spokesperson and 24 hr contact details. Consider using the Norfolk Constabulary Newsroom if staffed – 01953 423666)

NOTE TO EDITORS

Key information for affected residents:
- Stay calm.
- DO NOT evacuate unless advised to do so by the emergency services.
- Make sure your neighbours are aware and go indoors.
- Close external doors and windows and turn off ventilation systems.
- Do not go out to pick your children up from school – they will be looked after.
- You will be informed when the incident is over.

Bayer CropScience is one of the world’s leading crop science companies. Its main headquarters are located in Monnheim, Germany, and its UK headquarters are near Cambridge. The company has expertise in providing a range of crop protection products to the UK agricultural market.

The principal operations at the Norwich site are the manufacture and formulation of a large variety of chemicals mainly for agricultural and horticultural uses. The site also produces animal health and industrial chemical products.

Bayer CropScience has an excellent safety record, with incidents on site being very rare and predominantly of minor consequence, thanks to the professionalism of on-site teams. This incident is the first on such a scale to occur since the site opened over half a century ago.

Ends.
Holding Statement

8. Incident – Thetford Petroleum, Storage Depot

At (time ) on (date ) at ______________ a (BRIEF FACTUAL DESCRIPTION of incident (eg a spillage/leak of Jet-A1 fuel, which is a very pure form of kerosene used in jet engines, occurred).

Either:-

a. The incident was quickly brought under control by site personnel, with no risk to the public. The Emergency Services and other outside organisations have been informed.

b. The Emergency Services have been informed and are in attendance.

Our on-site Emergency Procedure has been put into effect. This is a tried and tested procedure for handling emergencies drawn up in collaboration with the Emergency Services, Local Authorities, Health and Safety Executive and Environment Agency.

People living or working near the site are advised to go indoors, shut all doors and windows and turn off heating and air conditioning systems to prevent fumes or smoke entering your home/premises.

Tune in to local radio on the following frequencies and listen for instructions and incident updates.

  BBC Radio Norfolk, 95.1 or 104.4 Mhz FM
  BBC Radio Suffolk, 103.9 or 104.6 Mhz FM
  HEART, 96.4 or 97.1 Mhz FM

Stay indoors until notified that the incident is over or advised to evacuate your home/premises by the Emergency Services.

At present I can give no more details but a Company spokesman will call you back with further information as it becomes available.

In the meantime, I can offer you background information about the GPSS of which __________ (PSD or pipeline) forms part. The GPSS has operated on this site for more than 50 years and has a first class safety record. We always work to meet the standards laid down by regulatory authorities in areas of safety and the environment and we have to aim to achieve higher standards.

Ends
Holding Statement

9. Incident – DOW Chemical Company Ltd

Kings Lynn, Norfolk – Date – Dow Chemical Company Limited confirms that there has been an incident at its [NAME] site occurring [date and time].

[insert text regarding status of situation and e.g. ongoing/an investigation is currently under way]

[insert when facts and details relating to the incident will be available to the media]

[insert method of communication – updated press release, press conference include venue)]

[insert contact name/additional instructions for the media]

Ends
10. Norwich International Airport

<table>
<thead>
<tr>
<th>Time of incident:</th>
<th>Aircraft Origin:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aircraft Type:</td>
<td>Aircraft Destination:</td>
</tr>
<tr>
<td>Operator:</td>
<td>Number of Passengers:</td>
</tr>
<tr>
<td>Flight Number:</td>
<td>Number of crew:</td>
</tr>
<tr>
<td>What happened/Cause:</td>
<td></td>
</tr>
</tbody>
</table>

| Where are the passengers now: | |
|-------------------------------| |

<table>
<thead>
<tr>
<th>Is Norwich Airport closed:</th>
<th>Friends &amp; Family hotline set up by:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is other destination airport closed:</td>
<td>Hotline number:</td>
</tr>
</tbody>
</table>

Example holding Statement for the media

MAJOR INCIDENT AT NORWICH INTERNATIONAL AIRPORT – INITIAL STATEMENT

Friday 13th March 2009

Time 10.10am

Norwich International Airport can confirm that an incident has occurred at 9.45am on the 13th March 2009.

The cause of this incident is not yet known and the first priority is to ensure the well being of all passengers and crew. Further details will be released within 20 minutes with further information.
Appendix H – Technical Information for Practitioners

News Conferences

It is important to understand that news conferences have a special status. In law, news conferences are regarded as public meetings with the media representing the public. This confers qualified privilege upon reports of coverage of the news conference. It does not mean that news conferences have to be open to the public.

Any general gathering of the media by prior invitation from the lead agency involved in the emergency should normally be treated as a news conference. Anything said at a news conference by representatives of the agencies should be regarded as being on the record and for publication, unless by exception.

Background briefings

Factual background briefings are a legitimate way to ensure that the media have a clear understanding of the background to an emergency. They may be held at the request of the media, or considered necessary by the agencies involved in the emergency. However, care should be taken when arranging such briefings to ensure that it does not assume the status of a news conference.

Briefings should have regard to any agreed key messages, if available, and should never involve speculation.

Factual information given orally as a background briefing should also be produced in written form.

Non-attributable briefings

Anything said in a background briefing should normally be regarded as on the record. However, it may be appropriate, in the interests of public and media understanding, to give ‘non-attributable’ briefings where information is given on the basis that it will not be attributed to a named source.

Non-attributable briefings should only be given:

- By a senior representative of the lead agency
- After clearance has been obtained through the SCG/TCG communications lead
Confidential briefings

In some circumstances it may be appropriate to give confidential briefings to the media to ensure they have a full understanding of the background to an emergency.

Confidential briefings should only be given:

- By a senior representative of the lead agency
- After clearance has been obtained through the SCG/TCG communications lead
- On the clear understanding that the media will not publish or broadcast the content of a confidential briefing.

Other communication channels

Some information regarding what to do in the event of an emergency will have been 'pre-distributed' to the public.

Examples of this might include town centre evacuation plans and information for people living within the immediate vicinity of the COMAH sites.

It is important that messages during any emergency remain consistent as far as possible with what has already been published to minimise the risk of confusion.

Media Access

Representatives of the media will wish to have access to locations involved with the emergency. For reasons of operational efficiency and to ensure personal privacy, the following procedures for media visits at the following locations:

- At Scene Media Briefing Point – at the discretion of responding agencies at the scene and providing safety is not compromised. (If possible, an area should be provided to give an overview of the emergency).
- Emergency Control Centres – at the discretion of the relevant Senior Police Officer/Agency Commander.
- Casualty Receiving Hospitals – with permission of the Hospital Management.
- Rest Centres – by agreement with the Rest Centre Manager and accompanied by a Communications Officer.