

NORTHUMBERLAND

Northumberland County Council

Humanitarian Assistance Guidance Version 2.0 December 2016

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Preface

Most emergencies involve people and the degree to which this affects them will vary. Their homes may have been flooded or they may have been injured or uninjured survivors of a major accident or terrorist incident. Whatever has happened, their lives have been changed in a way that was completely unforeseen by them. They need to adjust to that dramatic change and there is much evidence to show that relevant and appropriate support and help offered at an early stage assists in their psychological recovery.

The adjustments they have to make to cope with the often devastating consequences of their involvement start in the immediate aftermath. The arrangements that are planned for Rest Centres and Humanitarian Assistance Centre are hugely important to enable safe and timely support to be given. The way in which those affected experience these Centres can have a significant impact on their future recovery.

So it is vital that the staff and volunteers who are part of that provision understand how crucial their interaction with those affected can be. An understanding approach, maintained despite other pressures, and made with genuine concern for the position of those affected will do much to set them on a positive path towards a good recovery.

**Judi Evans
British Red Cross
August 2011**

Document Control and Distribution

The Humanitarian Assistance Guidance is maintained by Northumberland County Council as the responsible Local Authority. All users are requested to advise this local authority of any change in circumstances that may materially affect this Guidance.

The Guidance will be subject to review in conjunction with the Northumberland Rest Centre Guidance, with a full revision on a bi-annual basis to ensure the accuracy of the information held within it.

Details of changes are to be sent to Northumberland County Council Civil Contingencies Team at eplan@northumberland.gov.uk

This Guidance is predicated upon the existence and maintenance by Category 1 and 2 responders and other responding agencies of their own plans and procedures for Major Incidents.

Document Version

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Contents

- 1 Context of Guidance
- 2 Aim of Guidance
- 3 What Is a Humanitarian Assistance (HA) Service
- 4 Activation of the Humanitarian Assistance (HA) Service
- 5 Humanitarian Assistance Service Management Group (HASMGM)
- 6 Local Authority Response
- 7 Police Response
- 8 Response of Voluntary Agencies
- 9 Roles and Responsibilities of Other Organisations

Part 2 - Establishing the Humanitarian Assistance Service

1. Physical Humanitarian Assistance Centre (HAC) - Requirements
- 2 Operating Protocols
- 3 Staff Services
- 4 Supporting a Physical HAC
- 5 Websites
6. Peripatetic or Virtual Humanitarian Assistance – Requirements
7. Equalities and Diversity
8. Media/Communications
9. Elected Members
10. VIP Visits
11. Duration of Operation and Scaling Down
12. Closure of Humanitarian Assistance Service/Centre

Appendix A: Contact Details

Appendix B: Supporting Documents

Appendix C: Guidance on Dealing with the Media

Appendix D: Examples of Information Leaflets

Appendix E: Operating Protocols

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1 Context of Guidance

- 1.1 The consequences of an emergency can be far reaching and devastating for all those affected, be they survivors, family and friends or the wider community. Responders need to understand the needs of their communities, public and business, at this difficult time.
- 1.2 Regardless of where the event takes place, those affected need to know that there is somewhere that they can access timely, accurate information, advice and support. They may be in a state of shock and therefore it is vital that information is well co-ordinated, easily understood and consistent.
- 1.3 Initially, in any emergency response, the priority will be to save lives and to meet the immediate needs of survivors. However, mechanisms need to be established to enable relevant and helpful information to be communicated to those affected at the earliest stage and the local authority will engage, as early as possible, on the longer term needs of all those affected, both directly and indirectly.
- 1.4 In this guidance the term 'emergency' is used as defined within the Civil Contingencies Act 2004:
 - An event or situation which threatens serious damage to human welfare in a place in the United Kingdom
 - An event or situation which threatens serious damage to the environment of a place in the United Kingdom
 - War, or terrorism, which threatens serious damage to the security of the United Kingdom.
- 1.5 Additionally, to constitute an emergency, an event or situation must pose a considerable test of local responders' ability to perform their functions, requiring the implementation of special arrangements.
- 1.6 The definition focuses on the consequences of events, and thus also includes events overseas where a large number of UK citizens may be seriously affected. This definition is explained in greater detail in Emergency Preparedness, statutory guidance issued under the Act.
- 1.7 Following the issue of the "Human Aspects in Emergency Management – Guidance on supporting individuals affected by emergencies" (October 2016) a review of the NCC Guidance has been undertaken. To avoid confusion the NCC Guidance will retain reference to Humanitarian Assistance (HA) rather than "Human Aspects" although the two terms are interchangeable.

2 Aim of Guidance

- 2.1 This document sets out guidance for the purpose, use, management, opening and closing of a Humanitarian Assistance (HA) Service in the area covered by the Northumberland County Council (the Local Authority) for emergencies occurring within or affecting the residents of, or visitors to, the County.
- 2.2 It intends to promote and ensure co-operation and co-ordination between all the organisations which may be involved in the activation and running of a Humanitarian Assistance Service within the County.
- 2.3 Having regard to the size and geography of Northumberland, this guidance looks to offer advice and raises issues to consider on the setting up and delivery of humanitarian assistance services and not the specific logistical requirements. The decision to formally establish humanitarian assistance services will be made by the ECAP/Strategic Co-ordinating Group and the Humanitarian Assistance Service Management Group (HASMGM) (Section 5) will determine the method and logistics of delivery.
- 2.4 This guidance is produced and maintained by the Northumberland Civil Contingencies Team on behalf of the County Council.

3 What Is a Humanitarian Assistance (HA) Service

- 3.1 Humanitarian assistance, in some respects, begins the moment a Major Incident threatens or occurs and people and/or businesses are affected. From door knocking to warn of possible dangers to assistance with evacuation the humanitarian assistance begins at that point.
- 3.2 Later, when people are safe and staying in Reception/Rest Centres or elsewhere the Humanitarian Assistance Service takes on a different aspect of providing the information and advice necessary for the people/businesses affected to deal with the situation.
- 3.3 For the purposes of this local guidance specifically humanitarian assistance is proposed to be a virtual 'one stop shop' for information in the aftermath of an emergency. It should provide those affected, directly or indirectly, by the emergency with as much information and help as is possible to arrange in a convenient, accessible medium or location.
- 3.4 The purpose of a HA Services must be to meet the specific needs of those affected by any emergency. The first consideration should be how to get support to people, rather than expecting them to travel to the support. This is particularly pertinent taking into account the size and geography of Northumberland or when emergencies are abroad, or where they involve national transport links. Depending on the emergency, a virtual HA Service, linked to a telephone line and/or website might be the best option.

3.5 Alternatively it might be suitable to set up one or more actual HA Centres to ensure accessibility. Whichever model is adopted, effective communication links between all different elements will be of critical importance.

3.6 This is separate from other services that may be part of any major incident response, particularly in the early stages. For example:

- Friends and Relatives Centre (FRC)
- Survivor Reception Centre (SRC) and
- Police Casualty Bureau (CB)

3.7 These are generally set up in the immediate aftermath of the emergency where deaths may have occurred with specific purposes. The HA Service should not interfere with the function of these or other reunion areas but should work alongside and be complementary to them. It should have a broader remit and longer term role whilst investigation and recovery operations are taking place. The role of HA here is to:

- Offer access to a range of facilities that will allow families and survivors to make informed choices according to their needs,
- Ensure a seamless multi-agency approach to humanitarian assistance in emergencies that should minimise duplication.
- Act as a focal point for the provision of humanitarian assistance to bereaved families and friends and survivors, and where appropriate to anyone else who has been affected
- Enable those affected to gain as much information as is currently available about missing family members and friends
- Facilitate, where necessary, the gathering of forensic samples in a timely manner, in order to assist the identification process

3.8 The concept of a HA Service has been developed to deal with an emergency occurring in the United Kingdom. There is no reason why – if it is appropriate and the circumstances are suitable – some form of HA Service cannot be mobilised in the County where there are significant numbers of Northumberland casualties following any overseas emergency. Plans should take account of the possibility that some form of HA Service – whether in physical or virtual form – might be a practical way of channelling help to large numbers of people affected by an overseas emergency.

3.9 When people are returning to their homes, or if they are returning from abroad, it will be important to ensure they receive support from the Local Authority and their GP/Health Authority. The HA Service can help put people in touch with those services in the days immediately following an emergency and join up the response provided by different and/or neighbouring authorities and agencies.

4 Activation of the Humanitarian Assistance (HA) Service

- 4.1 Establishing the HA Service should be considered as part of the response to a wide range of emergencies. These may include terrorist incidents, transport incidents and emergencies arising from natural causes.
- 4.2 There is a strong case for establishing such a service in these and other circumstances because it enables the authority to focus resources and concentrate on providing for the needs of those affected. The HA Service will provide a service focus in the humanitarian response to any emergency.
- 4.3 In the event of an emergency, either the County's ECAP or, depending on the scale of the emergency, a Multi-Agency Strategic Coordinating Group (SCG or Gold Command) will be convened at the earliest opportunity to establish the strategic and policy framework for the response and recovery effort.
- 4.4 The Local Authority Chief Executive (or nominated deputy) should be considering, from a very early stage, what must be done for medium and long term recovery. The Chief Executive (or nominated deputy) will Chair the Recovery Group during the recovery phase.
- 4.5 The HA Service will be a key function in the recovery of the public's/community's welfare. The decision to establish a HA Service and the decision on the most appropriate method/location will draw primarily on the knowledge of the Local Authority.
- 4.6 Where other facilities have been set up to meet some of the immediate needs after an emergency (Survivor or Rest Centre), the ECAP/SCG will need to consider arrangements to migrate these from temporary facilities to the longer term HA Service so the seamless support is provided to those affected and their families.

5 Humanitarian Assistance Service Management Group (HASMGM)

- 5.1 Once the decision has been made to establish a HA Service, a Humanitarian Assistance Service Management Group (HASMGM) should be formed. This group will be identified in operational plans e.g. Emergency Community Assistance Plan (ECAP). The HASMG will organise, establish the service and/or open a HA Centre(s). Opening a HA Centre should, however, only be done when it can be fully staffed and equipped to fulfil its designated functions.

5.2 The HASMG will be made up from the following core services/organisations:

- Local Authority HA Service Manager (Chair)
- Representatives of the following LA services
 - Adult Services
 - Children's Services
 - Benefit Services
 - Housing Services
 - Finance
 - IT Services
 - Economic Regeneration
 - Contact Centre
 - Communications
 - Counselling services (where available) and
 - Depending on the services required the Chair may identify the need for other representatives from the Local Authority in the HASMG.
- The senior staff member of each Voluntary/Community Agency involved
- Representatives from Government Departments
- Police Family Liaison Officers and
- Company representatives Transport/Industry/Insurance (if involved in the incident).

5.3 The HASMG will assess the impact of the incident on the affected community and ensure that the HA Service is targeted at the correct groups of people/businesses; it should not be automatically available to the general public.

5.4 Dependant on the type of emergency, the HASMG will decide if the HA Service will be made available to close family members of victims, extended families or the general public. The HASMG will constantly monitor the affected community to ensure the HA Service is meeting its stated aims. It may be necessary to change the target groups over time to reflect the needs of the affected community.

5.5 The HASMG will only open a HA Centre (HAC) when it can be sufficiently staffed and equipped to fulfil its designated functions. Effective communication with the victims, families and the public will be part of the initial core strategy from the outset to avoid any confusion.

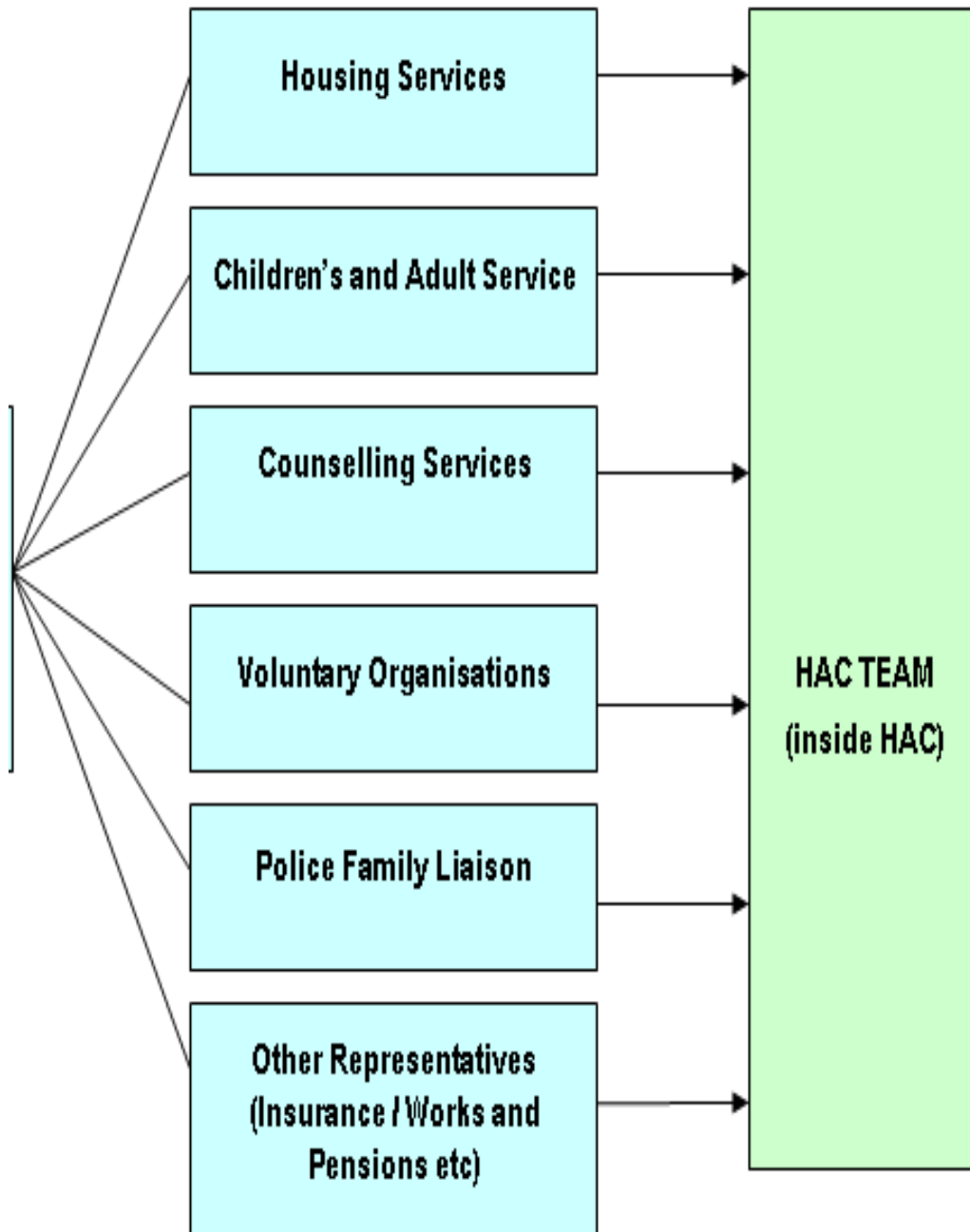
5.6 Responsibilities of the HASMG: The Authority will be notified by the ECAP/SCG of the need for the HA Service; once notification has been received the HASMG Chair will ensure the following actions are undertaken:

- All agencies required at the HASMG are contacted and
- Suitable accommodation is arranged.

5.7 Once all of the participating agencies have been notified, the senior representatives of each should meet and form the HASMG, the Group will undertake the following:

- Form a secretariat/administration team for the HA Service
- Receive the assessments on affected area/communities/businesses
- Decide who will be the target users of the HA Service
- Determine whether a physical (centre based) or virtual (either peripatetic/telephone and/or electronic) Service or combination of the two is appropriate
- Where physical centre is the option, arrange to secure premises, staff and equipment for the HAC as necessary
- Where a virtual/peripatetic service is chosen, look at the recruitment of staff and briefings required
- Co-ordinate with the Police and Local Authority Press Officers and arrange for promotion of the HA Service
- Monitor the use and effectiveness of the HA Service and adapt as necessary over time and
- Determine when appropriate to withdraw HA Services in part or full.

An outline HASMG Structure is provided overleaf:



6 Local Authority Response

- 6.1 Role and Function: Local Authorities have a responsibility to ensure the well-being of the communities they serve. In emergencies, the Local Authority co-ordinates the provision of welfare support to the community and has a leading role in establishing key humanitarian assistance facilities. The Local Authority will take on a leading role in the recovery phase of emergencies.
- 6.2 The lead departments for humanitarian response will probably be Children's, Adult and Housing Services - together with Economic Regeneration services where businesses are affected.
- 6.3 The role of Children's and Adult Services is to plan, co-ordinate, manage and review provisions for meeting the short, medium and long term psychological and social needs arising in their communities following a major emergency. These services will be a key deliverer in the Humanitarian Assistance Service Management Group (HMSMG).
- 6.4 To ensure the most appropriate support is made available to individual families, Children's and Adult Services professionals should work closely with the Police Family Liaison Services.
- 6.5 The services provided by the Local Authority include:
- Chair the HASMG
 - Provision (or securing) of premises to be used as the HA Centre
 - Provide administration support to the HA Centre, if established
 - Co-ordinate all attending organisations, ensure that staff are appropriately qualified and fully briefed on the HA Service/Centre and its operation
 - Co-ordinating the sharing of information to avoid duplication and effort
 - Monitor usage of the HA Service and ensure that it is fulfilling its purpose
 - Ensure welfare services to 'at risk' clients are continued along with the identification of new clients created by the emergency
 - Provision of short and longer term accommodation, if required
 - Working closely with health agencies to ensure a joined up service for clients
 - Setting up and running telephone help lines and
 - Advising or responding appropriately to short term psychological distress and arranging longer term counselling support services where necessary.
- 6.6 Local Authority HA Service Staff: The number of Local Authority staff needed for the HA Service will depend on the scale of the incident. When identifying staff it should be kept in mind that the HA Service is likely to be operational for a period of time.

6.7 Key roles will include:

- Meeting and greeting of visitors (where physical Centre established)
- Administration
- Support to and welfare of those using/visiting the HA Service/Centre
- Liaising with other organisations in the provision and co-ordination of care and
- Liaising with the HASMG on the role/function of the HA Service.

6.8 Additionally, voluntary organisations can provide resources and a range of relevant skills and services.

6.9 Resources:

HA Service boxes, for deployment to various facilities, will be provided through the Civil Contingencies Team. These will include:

- Documentation
- Stationery
- Signage
- Key contacts for other organisations;
- Key contacts for resources; and
- Tabards/ID.

6.10 Funding

6.10.1 The Authority will ultimately be responsible for meeting the costs of securing and use of any premises in providing the HA Service. The Authority will comply with procurement and finance requirements and ensure the relevant departments are involved at the planning stage.

6.10.2 The Authority may consider entering into agreements with voluntary agencies to provide certain aspects of assistance in the event that a HA Centre is established. Where such agreements are entered into, these will be based on shared and agreed expectations as to what, if any, costs will be reimbursed. Consideration will be given to involving local businesses in plans, as they may be well placed to donate funding and/or resources (particularly furniture and equipment). Wherever possible, standing contracts will be entered into, since these can significantly reduce costs.

6.10.3 The use of special requisition/purchase order forms (and the setting up of dedicated codes during the emergency is planned for within the ECAP, so the cost recovery from insurance companies and other emergency grant schemes has a clear audit trail.

7 Police Response

- 7.1 Role and Function: Where there are fatalities during an incident the Police Family Liaison Officer (FLO) will come under the command of the Police Senior Identification Managers (SIM).
- 7.2 A key role within the effective delivery of police family liaison is that of the Family Liaison Coordinator (FLC). At the earliest possible time after the incident the SIM will seek to appoint a dedicated FLO to the appropriately identified family.
- 7.3 The role of the FLO is to deliver the family liaison strategy as recorded by the SIM (in connection with the emergency) and the role of the FLC will be to facilitate that delivery by ensuring that the appropriate support is in place for the FLO.
- 7.4 A family liaison strategy will be laid down by the SIM. This should always address issues of identification. It is imperative that the FLO gathers information and evidence, as directed, from the family in a compassionate manner - this will contribute to identification and repatriation at the earliest opportunity.
- 7.5 It is also essential the FLO keeps the family fully informed of any developments in the investigation and recovery operation.
- 7.6 The FLO will make records of all contacts with the family, the reasons for the contacts and the outcomes. The intention is to minimise the potential for duplication of effort, thereby ensuring that valuable resources are effectively managed and that families do not suffer.
- 7.7 The Police are likely to have a presence at the HAC. This is to co-ordinate information that is received and, in conjunction with the SIM, gather as much pertinent information for the purposes of identification as quickly as possible.

8 Response of Voluntary Agencies

- 8.1 Voluntary sector involvement in emergency planning and response in the UK is large and diverse, offering a range of skills and expertise. Teams of trained, skilled, organized, supported volunteers can assist in meeting the practical and emotional needs of individuals in centres that have been set up, or in their homes.
- 8.2 The support includes:
 - Emotional support, befriending, listening
 - Assistance with communication
 - First aid and health care including medical and mobility aid equipment (e.g. wheelchairs)
 - Transport
 - Clothing, bedding

- Care of pets
- Refreshments
- Documentation and
- Signposting to, and liaison with, other organisations.

Other support which can be provided by the voluntary sectors includes:

- Communications, whether in the provision of radio and telephone links or interpretation and translation facilities and
- Transport to escort to and from temporary accommodation, hospitals, rail stations and mortuaries.

8.3 This support will be co-ordinated through the HASMG. Voluntary agencies represented in the HAC should each have representation on the HASMG and work together to identify the best allocation of resources.

8.4 During the operation of the HAC support groups for families and or victims may form through the help of voluntary agencies. Consultation with these groups will help inform in what capacity the HAC should remain operational, or if it should close completely.

8.5 All organisations that are involved in the HAC will:

- Be required to have their senior representative attend the Management Group meetings. This will ensure an efficient and coordinated response to the needs of the HAC users
- Remain responsible for their own workers/volunteers; they should ensure that everyone in the Centre adheres to all Health and Safety regulations and that their staff are given sufficient time off and any support required as a result of working at the HAC and
- Need to provide their own resources e.g. computers and consumables.

9 Roles and Responsibilities of Other Organisations

9.1 Government Departments

Central Government will be represented by the DCLG Northern Resilience Team which is able to offer a coherent and unified access point to the various government departments. The key departments will be:

(a) Department of Health (<http://www.dh.gov.uk>)

The Department of Health (DH) has overall responsibility for the provision of health care in England. On a day-to-day basis many of these responsibilities are devolved to frontline organisations such in the NHS. In the event of an emergency the Department has a Major Incident Co-ordination Centre which provides strategic coordination for the NHS response.

In many cases, the key element of the NHS response would be treatment of those affected by the incident. However, there is also likely to be a significant element of psychological counselling and support. This will require a joint approach, including health, social and voluntary bodies.

(b) Department for Work and Pensions (<http://www.dwp.gov.uk/>)

The Department for Work and Pensions (DWP) provides support for people seeking employment and administers social security benefits through its job agencies – Job Centre plus, the pension's service and the disability and carer's service. The Child Support Agency (CSA) deals with child support matters.

People affected by incidents will require advice about benefits and other DWP services. This advice can be assessed in two ways; the DWP issues guidance to other organisations about social security matters; however, the best way for those affected to get advice is to talk to a member of the department's staff about their individual circumstances.

The Department may provide support at the Humanitarian Assistance Centre. The type and extent of that support will depend on the nature and role of the individual centres.

9.2 Legal Advisors

Any emergency will have legal implications. These can range from issues involving financial assistance to families, survivors and impacted communities; to information about succession rights and death certificates.

It is important that the most appropriate informed professional advisor deals with enquires of families, survivors and affected communities regarding legal issues. Information given must reflect the highest levels of consistency and be bound by ethical code. The association of personal injury lawyers (APIL) can assist in ensuring that people get the best possible advice.

(a) Association of Personal Injury Lawyers (APIL) (<http://www.apil.org.uk>)

APIL is a membership organisation of over 5,000 members in the UK and abroad. Most members are solicitors, with some barristers and academics. The key criterion for joining APIL is that the majority of members' personal injury work must be conducted on behalf of the claimant.

APIL is not a trade union for its members. They lobby for law reform for injured people and offer training to members, via their College of Personal Injury Law (CPIL) with the aim of helping to ensure injured people receive the best possible legal service.

Leaflets telling people about CPIL, and how to contact CPIL members, are circulated to main libraries and Citizens Advice Bureaux. The APIL Safety Watch website (see details below) includes contact details of members who have reached the 'litigator', 'fellow' or 'senior fellow' level of the college, so injured people can be confident about the level of expertise and experience of the solicitor they wish to instruct.

APIL has recently launched a new Consumer Charter, which reassures people about the service they will receive from individual members who have signed up to it. All APIL members are obliged to sign up to a code of conduct.

APIL's objectives are as follows:

- To promote full and just compensation for all types of personal injury.
- To promote and develop expertise in the practice of personal injury law.
- To promote wider redress for personal injury in the legal system.
- To campaign for improvements in personal injury law.
- To promote safety and alert the public to hazards wherever they arise.
- To provide a communication network for members.

APIL members offer independent, legal advice. Injured people are encouraged to read the CPIL leaflet which explains how to find a local solicitor who has achieved a high level of expertise within the college.

These details are also available on www.consumersafetywatch.com. Injured people should also ask their solicitor if they have signed up to the Consumer Charter.

Claimants can also be reassured that every APIL member has signed up to a code of conduct (and that breaches of the code are enforced).

(b) The Law Society (<http://www.lawsociety.org.uk>)

The Law Society has produced guidelines to ensure that in the event of a disaster all solicitors who are instructed by potential claimants form themselves into a coherent group.

Any solicitor who has been instructed is required to register as soon as possible with the Law Society's Multi-Party Action Information Service (MPAIS) on 0870

606 2522, which then acts as a central point of contact. The role of the MPAIS ends when the registered firms arrange for a lead firm or steering committee to be appointed where the scale of the disaster makes it appropriate.

The lead firm or steering group will then co-ordinate the litigation in terms of identification of claims, funding and information. It must consider the establishment of a website as a means of disseminating information. It is also required to undertake active involvement in any related inquiry or inquest and to liaise with other claimant firms about arrangements for any memorial or funeral service if necessary.

Contact should be made by those activating the Humanitarian Assistance Centre with the Law Society's Multi-Party Action Information Service who will be able to advise on which firms of solicitors are involved. In the longer term links should be made with the lead firm or steering committee – who will be involved with litigation, inquests, any public inquiry and possibly memorial services.

9.3 Insurance Advisors (<http://www.abi.org.uk>)

In response to some major incidents, for example the Carlisle Floods of 2005, The Association of British Insurers have sent crisis teams to the areas affected. They can offer advice to those affected. This team may locate at the HAC.

9.4 Transport Operators

In an incident that involves one of the following:

- Transport Operators
- UK Airlines
- International Airlines
- Rail Operators

These organisations may have Special Response Teams of their own or available through cooperation in industry associations; these teams may help in the setting up of a HAC and may offer assistance in the following:

- Assisting in contacting friends and relatives (e.g. through making mobile phones available).
- Making travel arrangements (including road and if necessary air as well as rail transport) for friends and relatives.
- Payment of taxi fares, overseas flights, funerals, etc.
- Provision of cash, food, clothing, etc.
- Meeting of friends and relatives and arrangement of hotel accommodation for them.
- Tracing of luggage and other items of property lost as a result of the incident.
- Arranging for professional counsellors.

Families need to be given advice from the appropriate legal experts in order that they are aware of any implications of accepting financial aid. It is also important that if assistance is offered the families, survivors and affected communities

themselves should be able to make an informed decision as to what is best for them at that time.

9.5 Health and Safety Executive (HSE) (<http://www.hse.gov.uk>)

The HSE and Local Authorities enforce Health and Safety law for work related activities. Those who run businesses and work activities have a legal responsibility to ensure safe working practices so far as is reasonably practicable. Health and Safety law is very flexible. What is reasonably practicable in an emergency is likely to be less onerous than during a normal situation.

- In enforcing the law, Health and Safety inspectors have important statutory powers. They can and do enter premises without warning. If they are not satisfied by there Health and Safety standards they can require immediate improvements. In the event of an incident causing death or serious injury HSE would normally investigate the circumstances to establish the cause and where necessary take appropriate action.
- Where a work related incident causes a death, the Police and the HSE or other enforcing authority will follow the principles for effective liaison in the Work Related Deaths protocol. In most cases a joint investigation will take place with the Police assuming primacy until it becomes apparent that there is insufficient evidence that a serious criminal offence, such as manslaughter (other than a Health and Safety offence), caused a death. The investigation will then be taken over by the HSE or other enforcing authority.

9.6 Her Majesty's Coroner

Where the incident has resulted in fatalities there will be a need to involve H.M. Coroner in any HA Service arrangements, The role of HM Coroner is clearly defined by statute. Coroners have responsibilities in relation to bodies within their district who have met a violent or unnatural death, or a sudden death of unknown cause.

The Coroner has to determine at an inquest who has died, how and when and where the death came about. This regardless of whether or not the death occurred within their jurisdiction.

The Coroner in whose jurisdiction the body is, will:

- In consultation with the relevant Local Authority and the Police, initiate the establishment of the Emergency Mortuary (if one is required)
- Authorise the removal of bodies of victims
- Appoint a supervising pathologist and authorise the examination of bodies to establish cause of death, if necessary
- Usually chair the Identification Commission and take reasonable steps to identify the deceased
- Liaise and cooperate with other coroners who may also have bodies of victims arising from the same event

- Authorise the release of those bodies – after appropriate examination and documentation is complete – to those lawfully entitled
- At all times liaise with relevant emergency services and government departments

Part 2

Establishing the Humanitarian Assistance Service

1. Physical Humanitarian Assistance Centre (HAC) - Requirements

1.1 Where the decision is made to establish a physical Humanitarian Assistance Centre (HAC) the HASMG will need to consider the following issues.

1.2 Appointment of a HA Centre Manager – responsible for the day to day operation of the Centre, co-ordination of service inputs and staff welfare and link between the Centre and HASMG

1.3 Suitable Locations: This guidance does not identify any specific locations in the Northumberland area due to the large geographical spread of potential risks in the area. However there are criteria that should be considered when identifying the appropriate location.

1.4 Choice of Location: Resident and transient populations:

- Transport infrastructure, public transport links
- Security risk
- Availability of car parking and
- Premises and layout.

1.5 Premises and Layout: Careful consideration will need to be given during the planning process to selecting appropriate premises for use as the HAC. Issues in selecting a suitable venue include:-

- Availability for potential long term use – avoid moving Centre locations if possible
- Rooms: sufficient number and size of rooms to meet expected demand and required functions
- Health and Safety: meets the requirements of legislative and intra organisational Health and Safety policies
- Disability Discrimination Act 2004: meets the accessibility requirements of directive legislation
- Security: ability to secure both access to the building and the people inside. Including the possible use of search arches
- Communication: potential communication links including IT and mobile phone reception
- Utilities: electricity, water, gas, phone lines, broadband access
- Impact: on its normal use and on the local community and
- Décor: thought should be given to the type of furniture, floor coverings and the colour schemes used. The HAC should be comfortable.

1.5.1 In determining the layout of the premises, consideration needs to be given to the potential for the HAC to operate in the most effective manner, meeting both needs of the users and staff.

1.5.2 A suggested layout would be a large hall for the public areas and meeting rooms for confidentiality. Comfortable seating should be provided in the hall.

1.6 Services and Service Areas Required

Consideration should be given to locating some or all of the following facilities within the HAC:

- Registration and Reception Area: where Police and Local Authority staff can check the validity and record details of all those attending the HAC. It should provide practical resources such as pens, paper, and maps of the HAC and location of local amenities.
- Waiting Area: with comfortable seating for clients.
- Security: will normally be carried out by the Police in the first instance, and subject to risk assessment, may be handed over to Local Authority staff. There must be clear and effective communication between security personnel and the Registration Area.
- Interview, welfare and counselling area(s): where families can be taken to have their enquiries dealt with in a private and compassionate manner and any advice or support given in a confidential and undisturbed manner, whilst causing the minimum disruption to the rest of the HAC.
- Telephone and internet area: people may wish to relay messages to concerned family and associates all over the world; the internet may be the most efficient way to do this. Families and others may also be able to recover information this way, which will be of assistance to the Police in any identification process.
- Quiet areas: where non-staff can go for private time.
- Restroom facilities: to cater for HAC users.
- Food and refreshment: with particular efforts made to cater for varied dietary requirements.
- Childcare facilities: many families will find it difficult to attend without such facilities being made available to them.
- First Aid facilities: this will be very traumatic time for families and facilities should be made available to deal with any immediate health issues which may occur whilst people are using the Centre. It is not intended for casualties following an incident.
- Condolences/message boards: for sharing information.

2 Operating Protocols

- 2.1 Staff Briefing: All staff need to be briefed in terms of their specific role, the wider role of the HAC and the roles of the represented organisations. Personnel should also be briefed when commencing their duty with the latest situation report and any other relevant matter. (A detailed operating protocol can be found in Appendix E.)
- 2.2 The calibre, training and support requirements for staff and/or volunteers providing support at the HAC are the responsibility of the individual organisations participating.
- 2.3 Staff Security: All staff working at the HAC will be required to show a valid ID card, issued by their organisation at the door.
- 2.4 They may be subject to a security check at the door.
- 2.5 Staff will be required to visibly display their ID while in the HAC.
- 2.6 Staff will be required to sign in and out of the premises. It is essential that all agencies providing staff and/or volunteers to supply the HAC with a register of their personnel. Each relevant agency must review and update this register as a 'live' document so as to ensure that essential staff and/or volunteers gain access to the centre.
- 2.7 Opening Hours: The opening hours of the HAC will be driven by demand. In the initial stage it may be appropriate to open 24 hours a day but, with time, it may become sensible to scale down operations to day time hours.
- 2.8 The important factor is to ensure that the correct opening times are clearly communicated as widely as possible (including any answer phones giving information) to ensure that those who wish to use the centre are not unduly inconvenienced. Appendix D gives examples of leaflets that could be adapted for use at short notice.

3 Staff Services

- 3.1 Consideration should be given to locating some or all of the following facilities within the HAC:
 - Management and administration offices: providing locations away from public view to co-ordinate the delivery of services within the HAC and liaison with external functions
 - Briefing rooms: for keeping staff teams informed of the situation and aiding co-operation and co-ordination of different organisations
 - Rest rooms: separate from the public areas, a space where staff can take a break
 - Work stations: private areas with telephones that can accommodate required staff, the working area should be separate from locations where meetings with

families are held. This allows for efficient information gathering and sensitive handling of enquiries. The focus of workstations may include:

- The provision of links to:
 - Casualty Bureau
 - Police Family Liaison Officers
 - HMs Coroners Service
 - Local Authorities (Children/Adult/Housing/Benefits Services)
 - Victim Support Services (where appropriate)
 - Voluntary services
 - Officials from overseas governments (where appropriate)
 - Interpreters and other staff qualified in areas of special needs
 - Faith Communities
 - Job centre Plus/Dept. Works and Pensions
 - National Health Service (NHS).

3.2 Staff Resources and Welfare:

- 3.2.1 Where practicable effort will be made to identify and train in advance those staff and volunteers that will be responsible for providing the range of potential services at a HAC. As far as practicable, this training will be done on a multi agency basis.
- 3.2.2 While there will be a range of specific services offered at the HAC, by agencies who are likely to supply their own staff, there will be a requirement for a core central team of staff to act as guides for those affected and as a central point of contact on an ongoing basis.
- 3.2.3 It is likely that these staff will come from Children/Adult and Housing Services departments of the Authority – although they will be supported in the management of the HAC by their colleagues in civil contingencies.
- 3.2.4 Core staff will work in close contact with the FLOs when they are deployed – to avoid confusion and ensure a co-ordinated approach. The Police will tend to be the initial point of contact for the HAC, and in some cases FLOs will be on site to guide families and survivors around.
- 3.2.5 Core staff will be given training, both in how the HAC should work and, where possible, on how to respond to the needs of the people likely to be traumatised and/or bereaved.
- 3.2.6 'Burn out' is a risk that will be factored into planning and training; especially since the HAC may need to be up and running for a number of weeks or even months. It is therefore important in the planning phase to identify how:

- Additional demands on staff will be handled – for instance by working in shifts or putting in place a network of trained volunteers from different parts of the organisation (a Duty Officer should be responsible for ensuring that people do go home when their hours are up).
- Handover procedures operate between shifts to ensure seamless continuity of care to HAC users.
- To plan the involvement of outside agencies at the appropriate stage in the response – whilst the tendency may be to launch ‘all hands on deck’ immediately, some may have experience and skills better suited to meeting needs of people a couple of weeks, or months on. Organisations should be incorporated into the plan according to their strengths and capabilities.

4 Supporting a Physical HAC

4.1 To provide multi-agency and seamless humanitarian assistance, a HAC may need to be supported in the weeks after an emergency by a telephone helpline (possibly 24 hours a day), a website and some basic leafleting. In some circumstances, the ECAP/SCG may consider an entirely virtual HAC.

4.2 The Authority’s Websites and specific telephone lines (Contact Centre) will be identified as part of a co-ordinated communications strategy to make everyone who wants to use the HAC aware of its existence and has a means of accessing its services.

4.3 Telephone Lines

4.3.1 The purpose of a dedicated support telephone line is to offer information, advice and practical and emotional support to those affected by an emergency. There must always be the facility to speak to someone in person. Any telephone lines must have the capacity to deal with a large number of calls. Care will be taken in finding a location for staff on a support line. It should not be placed in any public area of the HAC where noise may be intrusive on those visiting the site.

4.3.2 Staff on any helpline will be properly briefed on the role and facilities’ available at the HAC and be able to offer appropriate advice and support to callers. If the emergency is subject to Police investigation, it is recommended that FLOs are part of the helpline team.

5 Websites

5.1 The Authority has resilience elements in its own websites, and these will be expanded upon in the immediate aftermath of an emergency to carry information on the purpose and location of the HAC, facilities available, and details of the telephone helpline. These will be supplemented with use of the Northumbria LRF website and North East Information Line (NEIL).

5.2 Care will be taken to ensure any web presence is co-ordinated and linked to all those others who might be putting information online in various forms – including

Central Government, DCLG North Resilience, the Northumbria Local Resilience Forum, Police, the British Red Cross and other statutory and voluntary bodies.

- 5.3 Cross-promotion is vital to ensure everyone who is in need is reached. Responding partners will agree consistent phrasing which can be posted on all websites through the Media/Communications Strategy.

6. Peripatetic or Virtual Humanitarian Assistance – Requirements

- 6.1 Where it is either not appropriate or possible to establish a Centre based Service the delivery of Humanitarian Assistance will be co-ordinated through the HASMG and delivered through team(s) of peripatetic workers from both Public and voluntary sector touring the affected area and visiting people and businesses in their homes/place of business.
- 6.2 The requirements on the HASMG will be more intense than in a Centre based arrangement in that the co-ordination and preparation of information to publish and distribute and the collection and distribution of any intelligence gathered in making those visits will require management and handling.
- 6.3 The need to ensure the intelligence/enquiries received from such a process are logged and responded to as soon as practicable will be paramount to enable recovery for the community/individual to begin at the earliest opportunity.
- 6.4 Potential issues for the HASMG to consider
- Nomination/appointment of HA Co-ordinator(s) from one of services
 - Nomination of staff to undertake visits from range of relevant services including voluntary sector
 - Staff briefings to reinforce purpose and process
 - Double manning on visits to provide assurance
 - Security badges and pre-arranged appointments for security/assurance purposes
 - Identification of relevant communities/individuals who may require support
 - Consideration of those not directly affected but still requiring support
 - Preparation of press/publicity/information leaflets to assist process
 - Arrangements for information sharing and targeting of assistance in response to returns
 - Availability/suitability for hand held/lap top computer use on visits
 - Support through Website/Contact Centre and other media
 - Daily reviews to ensure responses to requests received are not delayed
 - Monitoring of returns to consider escalation/de-escalation of Service
 - Long term support required to process
 - Progress reports to affected communities as well as organisations involved

7. Equalities and Diversity

- 7.1 An emergency is likely to involve a range of people with diverse needs based upon a number of factors. Some sections of faith communities already have established emergency plans, and it is important that, as far as possible, their specific requirements are taken into consideration and integrated into planning and arrangements.
- 7.2 HA Service planning arrangements will seek to reflect the religious and cultural needs of the bereaved families. (Further guidance on individual religious requirements is available in the home office document *The Needs of Faith Communities in Major Emergencies: Some Guidelines (2005)*).

8. Media/Communications

- 8.1 The HA Service is likely to be of intense media interest. The SCG and/or the HASMG will develop a communications strategy to ensure that the HAS is able to conduct its business with minimum interference and intrusion from the media. This is vital to protect the privacy of all concerned.
- 8.2 However, it is important that the media are kept fully apprised regarding the HA Service and its purpose. Initially in any major emergency, communication with the media will be co-ordinated through Northumbria Police media and public relations officers who will operate the Media Briefing Centre at Police HQ. Once the response phase of the incident has ended and recovery begun, the focus will move to the Authority, whose press office will take over co-ordination with the media.
- 8.3 Role of HA Service Press Officer
- To liaise with Northumbria Police press office
 - To devise a communications strategy for the HA Service, including appointment of spokesperson(s)
 - To publicise the HA Service
 - To manage media interest on the site and
 - To maintain security and confidentiality for those using the facility.
- 8.4 Communications Strategy: The name given to the HA Centre, where established, needs to be clearly linked to the emergency so information about it can be easily found on the internet, or by using directory enquiries.
- 8.5 The HASMG will consider producing daily briefings to the media to make them aware of the arrangements and make the public aware of the location and facilities available through the HA Service.

8.6 Communications should focus on core messages as follows:

- The purpose of the HA Service
- Where it is
- Why it exists
- How it is run
- Who should access the HA Services
- What visitors should bring with them if a physical centre is established
- Getting there – travel information and
- What services are to be made available.

8.7 Communication Delivery: This can be provided in a number ways:

- Press releases
- Onsite/offsite interviews
- Regular media briefing at set times of the day
- Tour of the site prior to opening (no media should be present while visitors are in attendance)
- Websites
- Included as a smaller message as part of a wider communication and
- Within the publicity component of communication.

8.8 Wider, Proactive Publicity Campaigns: Proactive publicity is central to the HA Service's ability to fulfil its role.

8.9 Public Confidence Management: Media monitoring should be conducted in conjunction with Northumbria Police and steps taken to restore public confidence and correct inaccuracies in reporting if these occur.

8.10 Supporting those affected: One of the key aims for press officers, as well as Police, security and reception staff is to support victims and their families in their dealings with the media to assist them in dealing with unwanted media attention. At Appendix C is a template leaflet entitled 'Dealing with the Media' produced by DCMS. This can be altered to fit local response plans.

9. Elected Members

9.1 Elected Members are heavily involved with community organisations, school governing bodies and local charities and will have a significant role to play in providing on going support to the affected community. Consideration should be given to the following:

- Role as focus for community consultation
- Role in assisting with the media
- Role during VIP visits and
- Liaising with other elected representatives (MPs and MEPs).

10. VIP Visits

10.1 VIP visits can present opportunities for raising awareness and reinforcing messages of thanks. Local MPs and other dignitaries may make frequent visits to a HAC and request regular updates. Consideration should be given to the following:

- Redeployment of essential resources
- Involvement of civic leaders
- Opportunity for positive media messages and
- Security implications.

11. Duration of Operation and Scaling Down

11.1 The duration in which the HA Service is operational is dependant on the nature of the incident and the target group. The HASMG will constantly review the need for the HAC and monitor if it is meeting the stated aims. Essentially the HA Service must be able to operate for an extended period of time; it could be several months before the support required by affected people can be scaled down and the HA Service closed completely.

12. Closure of Humanitarian Assistance Service/Centre

12.1 The Authority will take a decision on closure based on the advice of the HASMG Chair. The decision to close should be based upon whether or not the HAC has achieved the objectives and purpose agreed at the outset. The possibility of a phased closure or moving the location to smaller premises should be considered. The nature and circumstances of the specific emergency should determine whether these are appropriate measures.

Intentionally Blank

Appendix A: Contact Details

Organisation	Contact Name	Telephone Number	Email Address
British Red Cross (First Aid)	tbc		Restricted
British Red Cross (Welfare)	Val Steel		Restricted
St John Ambulance	John Purvis \ Lynn Horrocks		Restricted
RVS	tbc Call outs		Restricted
Clergy And Faith Groups	tbc		
Salvation Army	Maj. Marion Mountain		Restricted
Rotary Reaction	Stephen Rees		Restricted
Victim Support	Liz Jarvis		Restricted
DCLG (Northern)			

Appendix B: Supporting Documents

- B1 Emergency Preparedness (Cabinet Office: Ref 267619/1105/D40)
Statutory guidance supporting the Civil Contingencies Act 2004 and supporting regulations. This explains local responder's statutory duties in the civil protection area.
- B2 Emergency Response and Recovery (Cabinet Office: Ref 269056/1110/D40)
Cabinet office non statutory guidance for emergency responders, which sets out the overarching generic response and recovery framework that humanitarian assistance falls within; the range of groups that can be affected by emergencies and their needs; facilities local responders can put in place to meet the needs of those affected and good practice for local responders in dealing with people affected by emergencies.
- B3 Human Aspects in Emergency Management – Guidance (Oct. 2016)
- B4 Literature and Best Practice Review and Assessment (Department of Culture, Media and Sport) Identifying peoples needs in major emergencies and best practice in humanitarian response; an independent review by Dr Anne Eyre includes more detailed assessment of people behaviours and needs during and after emergencies.
- B5 Humanitarian Assistance Centre Template (Cabinet Office Emergency Planning College) A template put together by the Association of Police Chief Officers (ACPO) and the Emergency Planning College, which provides additional support by way of a template/checklist to assist those responsible for developing local plans.
- B6 The Needs of Faith Communities in Major Emergencies (Home Office and Cabinet Office) Provides a basic guide to be used by those responding to major incidents in order that those affected may be dealt with as sensitively as the circumstances allow.

Appendix C: Guidance on Dealing with the Media

- C1 Following a major event in which people have lost their lives, press interest in survivors and bereaved families, though legitimate, can be intense. Everyone reacts to this interest in different ways – some find the press a valuable way of bringing issues that are concerning them to light; others shun any contact. Some people feel that they ought to speak to the press, particularly local press, as there is a public interest in their story.
- C2 For many people this is the first time that they have had to deal with the press. For others, who have worked with the media before, it might be a question of finding themselves dealing with them about personal issues for the first time. Whatever your situation, it can be daunting, but the key is for you to feel in control of the situation.
- C3 Journalists are under an obligation to respect the position of bereaved people and survivors under. Their Code of Practice states that: “In cases involving personal grief and shock, enquiries and approaches must be made with sympathy and discretion and publication handled sensitively.”
- C4 If you do not want to speak to the media you are under no obligation to do so. Tell them you do not want to speak to them. You might want to say something along the lines of:
“I do not wish to speak to the media about this issue. I will not be speaking to you or any other journalist about it.:you must not persist in contacting me if I have asked you to stop.”
- C5 This may not be the end of the story if a journalist, paper or TV channel has your phone number. They may ring back. Be consistent. Don't panic. If you feel that you are being harassed, contact the Independent Press Standards Organisation (0300 123 2220 or at www.ipso.co.uk).
- C6 If you do want to speak to the media
- Always make a note of the person's name and contact phone number at the outset
 - Consider appointing somebody as a spokesperson for you/your family. This could be a relative or friend or your solicitor. Some Support Groups have appointed Media liaison people who will field questions on behalf of the Support Group
 - Don't do anything in a hurry – whatever the journalist says about deadlines. Ask them what they want to talk to you about; ask them to write down the questions they want to ask you; give yourself time to think about what you want to say; write down your answers; ask the journalist to ring you back at a specified time
 - Never say anything “off the record” unless both you and the journalist have a shared understanding of what this means
 - Remember that a journalist is entitled to report anything you say, so don't mistake them for counsellors or friends and
 - Bring the conversation to a close if you are uncomfortable.

C7 Pictures

Sometimes journalists will ask for pictures of you, your loved one, and your family. You may wish to provide one – or a number – but remember, you are under no obligation to do so, and if you do, ensure that you have a copy or the negative.

C8 At Home

If the media turn up at your home you are under no obligation to admit them, and the same principles as outlined above apply. If you do not wish to answer your door, pin a short note to it saying that you do not wish to speak to journalists and do not want to be disturbed. You may wish to tell the Police if you continue to experience problems.

C9 Useful Contacts

Independent Press Standards Organisation

Contact Tel: 0300 123 2220

Website: www.ipso.co.uk

British Red Cross

Tel: 0344 871 11 11

www.redcross.org.uk

Appendix D: Examples of Information Leaflets

D.1 Information for the Immediate Aftermath of An Incident

[INSERT NAME OF INCIDENT HERE]

If You Are Worried About A Loved One:

Casualty Bureau: please call the bureau on (XXXXX) to report someone missing. Upon calling you will be given a unique reference number, which you should quote each time you call. The number is available 24 hours a day.

Please note, the casualty bureau only records information and is not able to give information out about specific cases.

For More Help and Information:

Family Reception Centre: the centre is at XX and provides an area for those concerned about loved ones to talk to the Police and get further information and advice about the incident.

Survivors Reception Centre: the centre is at XX and provides an area for all those directly affected by the incident tot talk to support organisations.

NHS Direct: www.nhs.org.uk

Other Sources of Advice:

British Red Cross: www.redcross.org.uk has trained volunteers on standby to offer practical support and comfort to people affected by tragedies. Its UK switchboard is 0344 871 11 11

Disaster Action: www.disasteraction.org.uk All members of disaster action have themselves been affected by major disasters. The website provides advice, information and contact details for further help. Disaster Action does not run a 24 hour phone line, but there is always an answering service.

Longer Term Care:

Counselling is available through the NHS. Most people who have encountered a traumatic event find their symptoms subside overtime. If symptoms do not improve after 4-6 weeks and continue to concern you, please contact your local GP.

If this disaster has left you needing additional financial support, or you would like to know about local support service, your Local Authority Social Services can provide advice.

D.2 Humanitarian Assistance Centre Information Leaflet

[INSERT NAME OF CENTRE]

Who is the Service for?

The Service is for all those affected by the events of (INCIDENT). In particular it is for relatives and friends of those who have died, or are still missing, and survivors, whether or not physically injured. It has been set up by those responding to the disaster as a single point of information and assistance.

If a physical Centre is established

The Centre is secure and private.

It is where;

- Information about those who have died, are missing or were injured can be given and received by the authorities
- Updates on the investigation are made available
- Those who have been affected can get access to support services such as financial, legal and emotional.

What else is available?

- The opportunity for a personal meeting with a Police family liaison officer
- Regular updated information
- Help with accommodation and travel can be arranged
- Assistance in making contact with appropriate agencies and resolving problems
- Multi faith and multicultural contact
- Emotional support
- Internet and telephone facilities
- Refreshments
- Medical care and mobility aids
- Crèche
- Financial help
- Legal advice
- Information about bereavement and further sources of support.

If you are coming to the centre from out of the area please note that accommodation can be arranged or made available through XXXXXXXX

Among the agencies represented at the centre

INSERT NAME AND CONTACT DETAILS OF REPRESENTED ORGANISATIONS

The Centre is located at:

(INSERT ADDRESS) / (INSERT MAP)

Call Us (24 hours):

(HELPLINE NUMBER)

How to Find Us:

(NEAREST TRANSPORT LINKS)

Appendix E: Operating Protocols

E.1 Security and Identification

- Staff and volunteers working at the centre will be required to show a valid ID, issued by their organisation at the door
- They may be subject to a security check of their belongings, depending on the nature of the incident that has occurred
- Staff and clients should be asked to sign in and out of the Centre for reasons of fire safety
- Staff will be required, once in the Centre, to visibly display their ID
- A list of expected staff and volunteers for each organisation should be available to the Duty Manager each day

E.2 Client Flow through the Centre

- Families and individuals arriving to the centre should be greeted by a member of staff and asked what help they require
- They should then be made aware of the facilities available to them and directed to the relevant areas.

E.3 Areas Allocated to Organisations

- Each organisation should be allocated a designated area within the Centre
- Staff and volunteers should use their area to wait for clients
- It is important that these areas are staffed continuously during the opening hours of the Centre, because this enables families and individuals seeking support to be directed to the appropriate organisation, quickly and efficiently
- Areas should be kept clear of clutter and personal items to maintain the desirable friendly but professional profile of the Centre
- Staff and volunteers working in these areas should refrain from eating and drinking (with the exception of water);
- It is important that staff and volunteers do not use/extend their operation into the seating areas reserved for clients, as these must be there as soon as needed to look inviting and available.

E.4 Mobile Phones

Every effort should be made by staff not to use mobile phones whilst in the Centre. People who need to monitor their phones should have them on silent/vibrate.

Appendix F: Premises selection issues

F.1. Premises

1. Council, Community or Private?
2. Existing arrangements to occupy?
3. Rental Agreement required?
4. Impact on programmed use?
5. Short/long term occupancy available?
6. Capacity – suitable for staff and visitors – space/toilets/rooms/catering facilities
7. Disabled Access – compliant or adaptations required?
8. Fire certificate cover additional occupancy levels/reinspection required?
9. Insurance cover?

F.2. Operational issues

1. Electric supply – sufficient to allow for extra usage or capable of upgrade
2. Heat – gas/electric – extra supply required?
3. Accessible to transport links/staff/public parking?
4. Security – control of access/egress possible?
5. Security – out of hours – alarms/patrols additional provision required?
6. Secure areas for storage of equipment/data?
7. Telephone/internet links available/adequate?
8. Other services requirements? (Voluntary Sector/Insurance Companies)
9. Signposting possible?
10. Catering for visitors/staff available?
11. Waste material disposal arrangements – additional provision required?

F.3. Furniture and equipment

1. Desks, chairs/tables available/required?
2. Soft chairs for waiting areas?
3. Computer stations/printers/internet links available/required?
4. Telephone points adequate/required?
5. Copying equipment available/required?
6. Faxsimile equipment available/required?
7. Notice/information boards - available/required?
8. Radio/television/entertainment for children in waiting areas
9. Other services requirements?

F.4. Adaptations (if required)

1. Council or private contractors – tendering/ordering?
2. Restitution after closure?

END OF GUIDANCE