

DORSET COUNCIL - RESPONSE PLAN | 2021



DORSET COUNCIL OPERATIONS GROUP

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1. INTRODUCTION

The summer of 2021 is likely to be very busy in terms of domestic UK tourism. Dorset, particularly its coastline areas, is likely to be a popular destination for many UK holidaymakers.

While we welcome visitors to Dorset, our experience in 2020 showed that we can face a number of issues and impacts from an above normal influx of visitors during these unique times. We will also need to carefully consider the public health implications, taking advice from colleagues in Public Health Dorset to ensure public safety remains our highest priority.

Our strategic approach is that we should plan appropriately to maximise the opportunities this presents and the minimise the negative impacts. This will require agreement across all local partners to support and implement the Response Plan.

It is not felt it will be effective or appropriate to try and discourage visitors from coming to Dorset once Government guidelines allow people to travel further and stay overnight but instead, we need to manage it and makes it as safely as possible for both visitors and residents. We want to reassure residents that we have a robust plan in place.

We want to:

- Reassure residents that we have a robust plan in place, managing and minimising any locals vs visitors tension
- Protect our natural environment and maximise the opportunities for enhancing people's connection with it
- Maximise the commercial and economic opportunities.
- Help keep people safe.

The introduction of the Dorset Council Operations Group has been established to co-ordinate deployable resources, share key intelligence, and provide a joined-up approach to visitor management in conjunction with partner agencies.

The Response Plan has been established to support the operation of the Dorset Council Operations Group in delivering the Dorset Council's services, support services with a higher impact than business as usual, protect the integrity of our communities and environment and when appropriate, support the Bronze Command through the Council's normal Emergency planning and response procedures.

The Dorset Council Operations Group has introduced a virtual Command Centre that will be managed by Dorset Council staff, selected from Services that have key frontline departments service requirements in conjunction with Dorset Police and Controlled Events.

The Plan and the virtual Command Centre is not intended to be an emergency plan or response, but a plan which responds to exceptional demand as part of the business-as-usual activity of the council and other key partners, across the summer season.

This Response Plan also aims to complement the Bournemouth, Christchurch, and Poole Council Summer Plan to ensure clarity of operations and operational definitions and terminology across the whole of pan Dorset.

2. SCOPE

The scope of this plan includes all the Dorset Council geography. Dorset is very diverse from our coastal towns (Weymouth, Swanage, Lyme), market towns and high streets' (Dorchester, Wimborne, Gillingham), open countryside and iconic locations including Durdle Door, Lulworth Cove and Gold Hill for example. It therefore sits alongside various normal operating procedures and protocols already in place relating to the management of these locations.

Dorset Council and the Town Councils have a great deal of experience of destination management at peak times with various management, risk assessments and procedures in place to support this. However, this plan anticipates exceptional circumstances arising from a significant volume of visitors which may present any or all the following challenges.

- exceptionally high footfall and areas of dense population, particularly at peak times and with the release of COVID restrictions,
- multiple queues due to restricted entry and exit points into shops if COVID restrictions remain in place,
- challenging compliance with social distancing,
- higher levels of traffic congestion, increased need for vehicle access especially for the emergency services,
- increased demand for car parks and illegal on street parking when formal settings are closed or full, seafront management issues including water safety, lost children, tents on beaches etc.
- widespread anti-social behaviour and issues of criminality,
- multiple landowners and stakeholders operating in the same areas requiring a coordinated approach,
- press interest and communications management demands,
- community tensions arising between residents and visitors.

3. GOVERNANCE

The Dorset Council Operating Group (DCOG) comprises of key council officers and Dorset Police, the purpose of this group is to deliver the aims and objectives of this plan.

Meetings will be held weekly from February to September (Wednesday) and increased as demand for our support is required. During peak times Dorset Councils Emergency Planning manager reports to Health protection board and the Dorset Local Resilience Forum Tactical Co-ordinating Group (TCG) on Tuesday and Thursday or as when required. The regularity of meetings and membership will require flexibility in order to respond appropriately to changing demands.

The Dorset Local Resilience Forum Forward Look Group meet on a Thursday morning on a weekly basis to ensure appropriate multi-agency oversight of summer planning issues on a pan Dorset basis.

4. OBJECTIVES

The Dorset Council Operations group has agreed the following key objectives for this plan.

- To reassure residents that we have a robust plan in place.
- To maximise the commercial and economic opportunities.
- To keep people safe.
- To protect our natural environment, maximising the opportunities for people's connection with it, and encouraging both residents and visitors to have a collective sense of environmental responsibility.
- To manage and minimise any local vs visitor tension that may arise (e.g., over issues with illegal parking, traffic, wild camping, anti-social behaviour).
- Early warning systems - using a multi-agency dataset.
- Trigger system and scaled response - informing an early response to risk and management of issues.

Provide an effective, co-ordinated collaborative response

- Joint planning – ensuring relevant agencies and departments are working together in the lead in for peak periods.
- Operational collaboration - co-located operations centre, virtual team approach, joint briefings, and improved staff support.
- Effective communication and co-ordination – connected front line operations, real time information sharing and co-ordination/tasking of resources.
- Management of risk and impact – intelligence led, prioritised, and targeted response.
- Flexible and agile approach, able to respond to varying demands over a prolonged period.

Deliver clear communications and engagement

- Communications Strategy which places an emphasis on a balanced approach to key messaging and targeted audience groups.
- Managing reputational risks and promoting our place.
- Engagement with key communities.
- Regular Elected Member briefings.

5. COMMAND & CONTROL

Each of the key departments in the Dorset Council Operations Group have established a command structure that will be in place throughout peak periods from April to September 2021. A rota system of operational duty leads will be established to reflect the command structure and form the Dorset Council Operations Group who will manage the Level 1 Bronze Operational Management responsibilities as define below.

Should a situation escalate as per our agreed trigger point system, requiring wider support, either from partners or the Council the Emergency Planning Duty Officer, the Council's normal emergency planning command structure silver and gold (non-COVID-19) will be alerted and engaged.

The following information provides details on the key responsibilities for each role within this plan:

Level 3 – Gold - Strategic Management as part of the Council's standard Emergency planning procedures

Level 2 – Silver - Tactical Management - as part of the Council's standard Emergency planning procedures

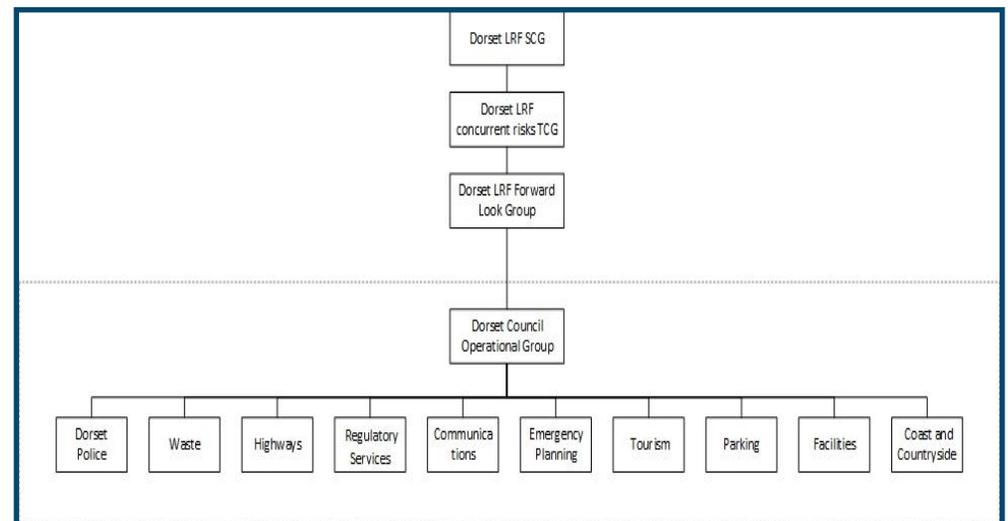
Level 1 – Bronze - Operational Management

- To act as operational management on behalf of the urban areas liaising with the operations staff on the ground in relation to this tactical plan.
- To oversee the crowd management and to make operational decisions on measures to keep social distancing.
- To ensure a safe environment for residents and visitors.
- To increase staffing levels as per the trigger process.
- To monitor the logs of incidents across the site and to manage the response to this, feeding up to level 2 – Tactical Management, where required.

Defining the Role and Responsibility

It is important to recognise that the 'Bronze - Operational Management' is separate from the Dorset Council's Bronze Command emergency command structure who deliver the response for the Council through the normal emergency planning command structure. For the purpose of this Response Plan the Operational Group will support the day-to-day activity of the Dorset Council services who are dealing with increases in business-as-usual activity.

If an emergency situation is called then the 'Dorset Council Operations Group' is likely to be assigned to support the Bronze Command as part of Council's normal emergency planning



6. KEY DATES & ACTIVITY

Holiday Dates

- 3 May - Early May Bank Holiday
- 31 May - Spring Bank Holiday
- 31 May to 4 June - Summer half-term holiday
- 26 July to 1 September - School summer holidays
- 30 August - Summer Bank Holiday

The Government hope to reopen remaining premises, including nightclubs, and ease the restrictions on large events and performances that apply in Step 3 but will be subject to the results of a scientific Events Research Programme to test the outcome of certain pilot events through the spring and summer.

Key Event Dates

- 28 May to 31 May Jazz Jurassica, Marine Parade, Lyme Regis
- 17 to 19 Jun Chesil Rocks Festival, Langton Herring, Weymouth
- 9 Jul Upton Country Park Festival - Totally 90s
- 21 to 23 Jul The Wilkswood Roots Reggae Festival, Swanage
- 24 to 25 Jul Weymouth Food Festival, Lodmoor Country Park
- 29 July to 1 Aug Camp Bestival Festival, Lulworth Castle & Park, Lulworth
- 30 July to 2 Aug NSPCC Soul Weekend, Bowleaze Cove, Weymouth
- 11 to 12 Sept Nyetimber Dorset Seafood Festival, Weymouth
- 19 Sept Ironman 70.3 Weymouth (and south Dorset)

For updates and new events/festivals please contact the Dorset Council Safety Advisory Group

From 12 April 2021

STEP 2

At least five weeks after Step 1, no earlier than 12 April.

 Indoor leisure (including gyms) open for use individually or within household groups.	 Rule of 6 or two households outdoors. No household mixing indoors.	 Outdoor attractions, such as zoos, theme parks and drive-in cinemas.	
 Libraries and community centres.	 Personal care premises.	 All retail.	 Outdoor hospitality.
 All children's activities, indoor parent & child groups (up to 15 parents).	 Domestic overnight stays (household only).	 Self-contained accommodation (household only).	
 Funerals (30), wakes, weddings, receptions (15).	 Minimise travel. No international holidays.	 Event pilots begin.	

From 17 May 2021

STEP 3

At least five weeks after Step 2, no earlier than 17 May.

 Indoor entertainment and attractions.	 30 person limit outdoors. Rule of 6 or two households indoors (subject to review).	 Domestic overnight stays.
 Organised indoor adult sport.	 Most significant life events (30).	 Remaining outdoor entertainment (including performances).
 Remaining accommodation.	 Some large events (except for pilots) - capacity limits apply. Indoor events: 1,000 or 50%. Outdoor other events: 4,000 or 50%. Outdoor seated events: 10,000 or 25%.	 International travel - subject to review.

From 21 June 2021

STEP 4

At least five weeks after Step 3, no earlier than 21 June.
By Step 4, the Government hopes to be able to introduce the following (subject to review):

 No legal limits on social contact.	 Nightclubs.
 Larger events.	 No legal limit on all life events.

[Coronavirus \(COVID-19\): guidance and support - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

7. DORSET COUNCIL OPERATIONS GROUP - OPERATIONAL

The Dorset Council Operations Group (Dorset Council Services) will be managed within the Corporate Management framework of local government with all Dorset Council Operations Group staff being responsible for the application and adherence to corporate policies, procedures, regulatory and legislative requirements.

Function

The main function of the Dorset Council Operations Group is to manage and deliver this Response Plan through facilitation of:

- the coordination of the Dorset Councils business as usual that are dealing with an increase in demand of its services to ensure continuity of the day-to-day delivery of those services and public safety.
- the management of issues and incidents that do not require an emergency service response but are above the normal levels of local authority business as usual such as emergency maintenance and repairs, clearing additional refuse or health hazards etc.
- coordination and deployment of additional local authority staff, COVID Marshals, security to support Dorset Police, emergency services and generally help maintain public safety.
- the monitoring and logging of issues, incidents and trends recording key data and supplying this information to the Silver Tactical group via the agreed pathway through Controlled Events.
- the collection and collation of key data set information to contribute and facilitate horizon scans and assist with identifying potential flash points or areas to have increased monitoring.
- support of a situation that has been escalated by either partners or the Council's Emergency Planning Duty Officer that requires the council's normal emergency planning command structure silver and gold (non - COVID-19) to be implemented.

Dorset is Good to Go

'We're Good To Go' is the new official UK mark to signal that a tourism and hospitality business has worked hard to follow [Government and industry COVID-19 guidelines](#) and has processes in place to maintain cleanliness, aid social distancing and for training staff.

Official UK mark



AA COVID-19 Confident scheme



Quality in Tourism - Safe, Clean & Legal



Responsibilities

The Dorset Council Operations Group has been assigned specific responsibilities to help manage the likely significant increase of visitors coming to Dorset in larger than usual numbers this summer. While we welcome visitors to Dorset, our experience in 2020 showed that we can face a number of issues and impacts from an influx of visitors which can have a negative impact to our communities and environment. A summary of how these responsibilities will be addressed through this Response Plan are outlined below.

a. To act as operational management on behalf of the urban areas liaising with the operations staff on the ground in relation to this plan

- A partnership has been established with Weymouth Town Council who will work with the Operations group to coordinate Town & Parish Councils issues and support requests.
- The Dorset Council 'key departments' have frontline staff across Dorset to act as Point of Contact for residents, organisations and businesses.
- Relationships have been established with key locations, destinations and organisations who will feed-in intelligence, concerns, and potential issues to the Operations Group who in-turn will aim to support those parties to prevent negative impacts.
- The Operations Group has increased partnership working with resort towns and key destinations with representatives forming part of the Operations Group virtual meetings and injections to the command centre.
- Shared operational planning with key partners such as the West Lulworth Area Operational Plan and the Weymouth Town Council Management Plan and support of the Safety Advisory Group for event planning and guidance, and where appropriate enforcement.

b. To oversee the crowd management and to make operational decisions on measures to keep social distancing

- The Community & Public Protection service have engaged COVID Marshals since 2020, during 2021 there is a planned increase of Marshals along with additional SIA Security and CSAS staff between June and September who will undertake monitoring and crowd management activities at busy destinations and hotspots.
- An increase in the Dorset Councils CCTV operation to cover daytime along with providing temporary CCTV at identified hotspots.
- Increase coverage of hotspots by Dorset Council CSAS officers with them being fully integrated into the command arrangements.
- Introduction of a 5g Beach Capacity App for Dorset beaches to provide visitors with a convenient real-time guide to capacity at destinations and will establish digital signs at key locations that can count visitors and will feed into the Beach App.
- Safety Advisory Group and Event Regulation function increased to ensure proposed large events are flagged and confirm that event protocols incorporate Covid-19 secure measures.
- The Dorset Council's Traffic Management & Control (UTMC) system will be used for live information on traffic volumes, journey times, car and coach parking occupancy and crowd information at key locations in Dorset.
- Dorset Volunteer Ambassador programme with up to 500 volunteers across the DC area offering a visitor welcome and assisting with information and will feed information into the Beach App and will be useful sources of on the ground information.

c. To ensure a safe environment for residents and visitors

- Dorset Council has engaged the services of Controlled Events to support the Dorset Council Operations Group in Resilience, Readiness, Communications and Control planning and delivery.
- Additional COVID Marshals have been engaged to inform and advise the public of safety, social distancing and offer guidance.
- Limit Covid-19 transmission in business premises and protect public safety through the 4E's (engage; explain; encourage; enforce) using a multi-disciplinary team of environmental health and trading standards officers.
- Increase licensing enforcement to cover weekends and evenings to protect public safety in licensed premises in conjunction with Dorset Police.
- Increase coverage by Dorset Council CSAS officers in busy destinations and during weekends and the evening.
- Likely increase to the dog population through increased visitor numbers will see an increase in Animal Welfare & Dog Control officers' availability.
- Increase in monitoring and enforcement of 'pop-up' camping sites and illegal camping.

d. To increase staffing levels as per the trigger process

- Risk assessment undertaken with mitigation\interventions identified to enable the appropriate resources to be put in place.
- Trigger Points established which will be implemented in phases when defined trigger points are reached. These phases are updated using Alert Levels which allows for an appropriate, and scaled, response to resource management to address situations and incidents.
- Dorset Volunteer Ambassador programme will have up to 500 volunteers across the DC area to offer visitor welcome and assisting with information.

e. To monitor the logs of incidents and to manage the response to this, feeding up to level 2 – Tactical Management, where required.

- Dorset Council has engaged the services of Controlled Events to manage the Dorset Council Multi Agency Control Centre (MACC) to support the Operations Group in monitoring incidents and trends, horizon scans and production of Situation Reports which feed into the Tactical Management group.
- Dorset Highways will use telemetry across its network that can remotely measure traffic count via induction loops, journey times via Bluetooth sensors and car park level via induction loops.
- Key data sets to be used to identify trends, increases in demand of services, how busy locations are and how the transport infrastructure is coping.
- The Operations group will have representatives from key departments across the Council and can increase capacity during the peak summer season.

8. OPERATIONS COMMAND CENTRE

The Dorset Council Operations Group will operate in a virtual setting using Microsoft Teams for audio and video communications and hold weekly meetings each Wednesday from February to September.

The criteria for Controlled Events as a virtual command centre will primarily be based on the decision of the Dorset Council Operations Group two weeks in advance. The main input for this decision being the RAG matrix.

There will be weekly briefings each Tuesday as part of Dorset Councils Incident Management Team debriefs which will be at 13:45 via Microsoft Teams. If an Incident Management Team (IMT) meeting is needed it would be called by the duty gold or silver command. TBC

The Dorset Council Operations Group is supported by Controlled Events who manage the Dorset Council Multi Agency Control Centre (MACC) which is stood up from 1000 to 1800 for controlled events on days which is all weekends and bank holidays plus identified red/amber days based on anticipated demand.

The MACC has been established to maintain county wide situational awareness from council departments, suppliers, and partners; coordinate operational resources in support of established on call structures; and maintain an accurate and timely audit trail of issues, decisions, actions and supporting rationale. The MACC will rely on the daily ongoing analysis of live data sets (traffic volumes, journey times, car and coach parking occupancy and crowd information at key locations); a projected busy period (advanced accommodation booked, weather forecast predicting hot spell or heatwave) or a known (planned) event to determine its activation. This information will also inform the operational deployment of staff, contingencies, and areas of pressure.

- Reaching a defined Trigger Point/Alert Level or circumstances require operating for more than 1 day or for a period of time.
- Instructed by Silver Tactical Command.
- Major Incident that requires the Operations Command Centre to support the Bronze Operation Command.

A Resource Form is sent each week to key departments who will complete contact details of Duty Officers and resourcing for the period that the command centre is operational.

Controlled Events issue a Deployment Plan every Thursday to all relevant officers and agencies that has the rota and contact details for the Command Centre and other duty officers.

9. ROLE & RESPONSIBILITIES

Officer in Charge (OIC)

The Dorset Council Operations Group will have a rota of senior Dorset Council Officers who will designate 'Officer in Charge' (OIC) of the Dorset Council Operations Group to undertake activities as required. The Officer in Charge represents the Dorset Council in the capacity of operational coordinator of the Dorset Council Response Plan focussed services and the integration of other key partner agencies such as Dorset Police and Controlled Events.

The main function of the OIC is to facilitate the coordination of the resources of the key departments identified in the Response Plan, to ensure continuity of the day-to-day delivery of Council services, management of the agreed Trigger Points and the issuing of Alert Levels along with the coordination of the corresponding actions.

When the situation requires, the OIC will coordinate the Dorset Council Operations Group to support the Dorset Council Bronze Command if the Council's normal emergency planning command structure is instigated.

Management Functions

- a. Management of the daily operational routines of Dorset Council Operations Group
- b. Overall operational responsibility for the deployment of local authority resources from the key department's activity during operational time
- c. Responsible for the management and leadership of the Dorset Council Operations Group, the virtual meetings and associated operational resources.
- d. Responsible for liaison with other Council services and partner agencies associated with the Response Plan.
- e. Responsible for Controlled Events and the management of recording events, situations and actions and reporting of them.
- f. Responsible for overseeing the monitoring and coordination of crowd management arrangements.
- g. Manage the 'hand off' actions to the Deputy OIC that will be dealt with by other Dorset Council services and/or the use of external contractors.

Deputy Officer in Charge (DOIC)

The main function of the Deputy Officer in Charge (DOIC) is to support the Dorset Council Operations Group OIC in facilitating the coordination of the resources of the key departments identified in the Response Plan to ensure continuity of the day-to-day delivery of Council services, management of the agreed Trigger Points and the issuing of Alert Levels and the coordination of the corresponding actions.

The Deputy Officer will also manage the coordination of issues and incidents that do not require an emergency service response but that are linked to the other Dorset Council key departments in this Response Plan as well as ensuring other Council services, such as Property Services, undertake

important/urgent maintenance, repairs, and/or removal of items that are deemed to impact public safety or that may damage the reputation of Dorset Council and/or its partner agencies.

In the absence of the OIC, the Deputy OIC will assume all responsibility of the OIC management functions and duties.

10. INTELLIGENCE & KEY DATA

It is crucial that key data and intelligence is gathered when managing situations that are likely to be greater than 'business as usual', especially if it is on-going over a period, as it enables a clearer picture to be established of where issues are or may arise. Having an advanced indication of likely issues allows people to prepare, respond and often helps with lessening the impact and strain on services/people. Having good intelligence and data will enable the Dorset Council Operations Group to focus on key locations or situations and allow for improved management, for key issues to be escalated and the directing of appropriate resources to respond to a situation. Gathering this information over time allows for historic trends to be identified which is useful for preplanning and allows for updating or revising plans/actions.

Some of the key data sources are shown below and form part of the monitoring of activity in Dorset during the summer to identifying localised and county wide issues.

Advance Warning	Historic & Trend Data	Live Intelligence	Human Intelligence
Changes to COVID-19 government guidance and restrictions	Town centre footfall	Traffic Flow and congestion data at key locations	Frontline Staff, COVID Marshals, Security, CSAS from the Public, Private and Voluntary Sectors
Met Office Reports	Historic Planned Events - Attendance	Journey times and delays	Police Data
Local tourism and hospitality intel – advanced bookings	Car park capacities and historic trend occupancy	Car park occupancy	Town and Parish Councils
Rail transport timetables and normal capacities of services	Historic tourism visitor trends	Rail transport providers rail usage on key lines	Attractions, Parks and visitor destinations
Dorset information on latest reproduction number (R) and growth rate of coronavirus (COVID-19)	Current occupancy rates of accommodation	Local Meteorological data from 10 Weather stations	Emergency services and NHS data and current status

11. TRIGGER POINTS, ALERT LEVELS & ESCALATION

Evidence-based triggers points are essential to determine when to deploy additional resources and/or take preventative action. Trigger points also allow for early warning alerts to be issued to other Council services and partner agencies. This Response Plan is designed to be implemented in phases when defined trigger points are reached. These phases are updated using Alert Levels which allows for an appropriate, and scaled, response to situations and incidents.

Trigger points have been defined against key criteria to enable the Dorset Council Operations Group to move between levels in a methodical manner (the build-up of activity is linked to a gradual build-up of resources to support the increase in activity) and enables the escalation of resources and alert awareness, in a formal process, to other services and agencies highlighting the current conditions and/or the issues/problems being faced.

It should be noted, a trigger point description (i.e., car park occupancy at xx%) can be for a specific destination or locations. The messaging in relation to reaching a trigger point must be defined (i.e., Weymouth car parks are at xx% or the journey time at Lyme Regis is twice than expected) so when issue alert levels these can be for specific destinations/locations (i.e., the hotspots). Monitoring of activity against BAU will be on ongoing throughout the day, this will inform operational deployment of staff/resources to areas under pressure. Live intelligence and reporting will help determine resource requirements, the scale of deployment and key locations to intervene.

A forward horizon scanning will be undertaken weekly using key data sets that are available.

Data will be kept under constant review to ensure integrity of the data and the trigger points while remaining flexible to respond to changes in circumstances. An on-going review of the intelligence and data set information will be undertaken by the Dorset Council Operations Group to enable appropriate revisions to be made and to capture lessons learnt.

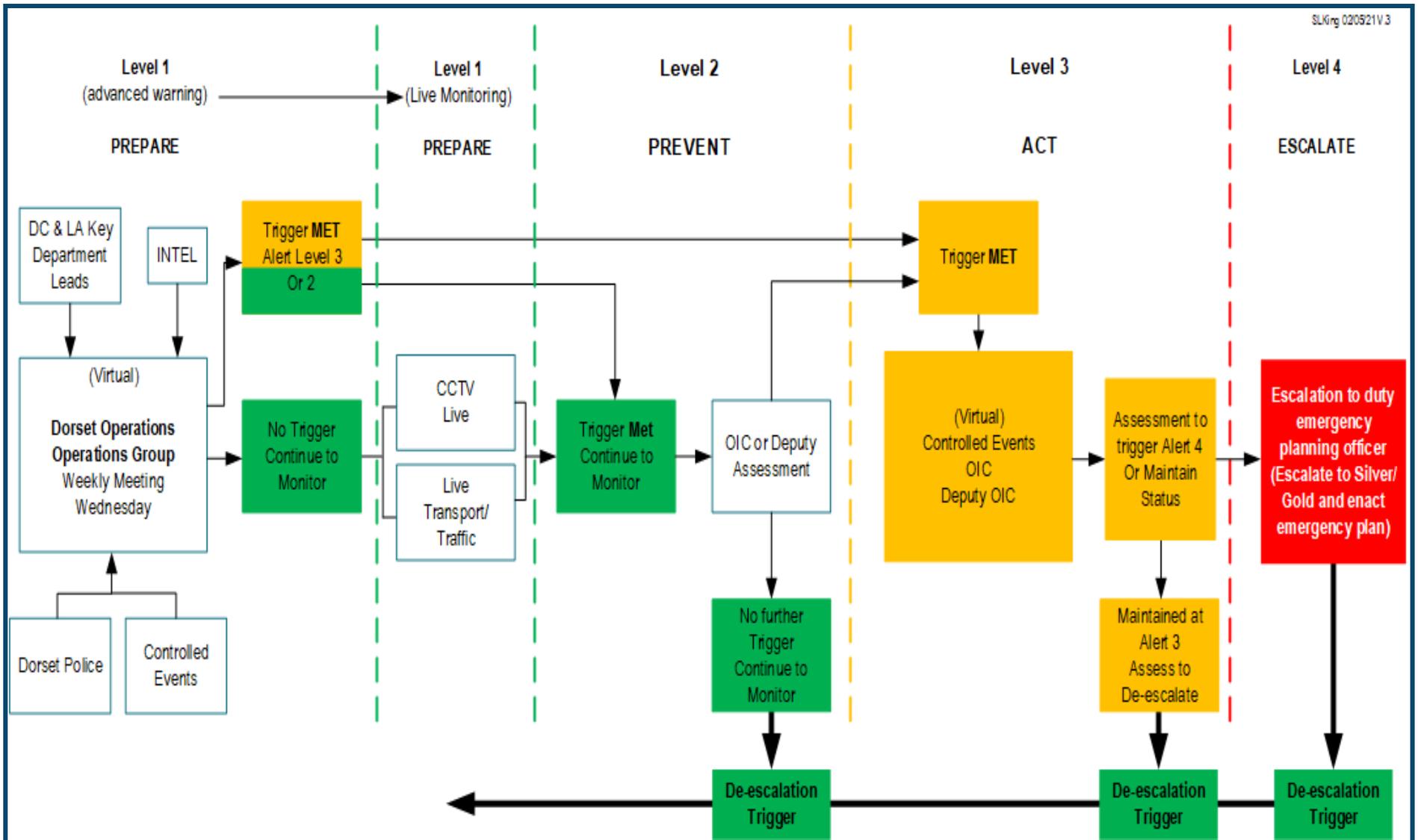
When nearing LEVEL 2, the OIC will be notified by one or more monitoring teams (transport command, CCTV, car parks, frontline key department) to assess current crowd and traffic volumes. Hourly updates should be given when enter amber and red Alert Levels. If necessary, resources will be placed on standby: CSAS, COVID Marshals, security, parking enforcement, traffic enforcement, street services and Police. Notifications/messages will be sent to ALL Council key Department leads on duty (Duty rota) to advise of status.

If LEVEL 3 is nearer, the Dorset Council Operations Group OIC with Controlled Events will request specific stand-by resources to deploy to focus on identified hotspots and high-density locations.

When LEVEL 3 is activated, the Dorset Council Operation Group OIC will communicate with Controlled Events the required actions to the Council's key department Operational Duty Leads (frontline supervisors, nominated key department leads etc.) and partner agencies.

When in LEVEL 3, an assessment will be undertaken to see if the level can be maintained or if LEVEL 4 is likely. Escalation to the duty emergency planning officer for consideration whether to escalate to Silver/Gold and enact the emergency plan).

Escalation of Alerts Levels



Trigger Point Example

Trigger Levels		Expectation		
		Car Parks	Incidents	Journey Times
1	<p>Weather forecast for week ahead predicting temperatures on one or more whole days in excess of 22 degrees Celsius and low winds (less than 12-15mph).</p> <p>When car parks reach ~60% occupancy the OIC will be notified to assess current crowd and traffic volumes. If necessary resources will be placed on standby: CSAS, COVID Marshals, security, parking enforcement, traffic enforcement, street services and Police.</p>	BAU Plus Live Monitoring	BAU Plus Live Monitoring	BAU Plus Live Monitoring
2	When car parks reach ~70% occupancy elevate to Level 2 and request specific stand-by resources to deploy to focus on identified hotspots and high density locations	<75% Occupied Green	Minor Delays<15min Green	Normal Expected Green
3	<p>When car parks reach ~75% occupancy elevate to Level 3 and request specific stand-by resources to deploy to focus on identified hotspots and high density locations</p> <p>When car parks at ~85% all remaining stand-by resources to be deployed</p> <p>At ~90% occupancy, the Communications team to use media channels to reinforce traffic information. Hard messaging of car parks full, beach full at early road and rail engagement points</p>	>75% <90 Occupied Amber	Moderate Delays >15 <60 minutes Amber	Twice Expected Amber
4	<p>If a destination or location is gridlocked, then road closures on key roads and redirecting traffic away from destination or affected area commences</p> <p>Escalation to duty emergency planning officer (Escalate to Silver/Gold and enact emergency plan)</p>	>90% Occupied Red	Severe Delays >60mins Red	Three Times Red

Trigger Point Criteria

Trigger	Definition/Data Analysis	Action
<p>Level 1 (advanced warning & live monitoring)</p> <p>PREPARE</p>	<p>Weather forecast for week ahead predicting temperatures on one or more whole days in excess of 22 degrees Celsius and low winds (less than 12-15mph).</p> <p>N.B. Particular emphasis will be given on the preceding weeks weather as prolonged bad weather significantly stimulates demand.</p>	<ul style="list-style-type: none"> • Normal operating procedures continue monitoring via CCTV and through the Traffic Management & Control (UTMC) system for live information on traffic volumes, journey times, car and coach parking occupancy and crowd information at key locations in Dorset. • When car parks reach ~60% occupancy (at a specific destination or a combination of destinations) the DCOG OIC will be notified to assess current crowd and traffic volumes. If necessary, resources will be placed on standby: CSAS, COVID Marshals, security, parking enforcement, traffic enforcement, street services and Police. • Daily monitoring of data sets continues to ascertain when and if Level 2 trigger is reached. • COVID marshals at key locations advise visitors
<p>Level 2</p> <p>PREVENT</p>	<p>Day response: DC traffic flows will be reviewed from 07:00 on a monitored day to ascertain if flows appear higher than normal on main trunk highway roads.</p> <p>Transport providers to advise on influx on public transport above average.</p> <ul style="list-style-type: none"> • Hotel and hospitality bookings are above the average for the time of year • National rail bookings are above average for the time of year • A bank holiday or public event in a priority location is scheduled <p>Evening response: CCTV staff will assess the density of occupation of the beach, where numbers are still high, this will be consistently monitored. Police intelligence and operational identification of known individuals and organised crime groups</p>	<p>For daytime responses:</p> <ul style="list-style-type: none"> • Normal operating procedures continue with increased live monitoring via CCTV and through the Traffic Management & Control (UTMC) system for live information on traffic volumes, journey times, car and coach parking occupancy and crowd information at key locations in Dorset. • When car parks reach ~60% occupancy the DCOG OIC will be notified to assess current crowd and traffic volumes. If necessary, resources will be placed on standby: CSAS, COVID Marshals, security, parking enforcement, traffic enforcement, street services and Police. • When car parks reach ~70% occupancy (either at a specific destination or across an area) the DCOG OIC will elevate to Level 2 and request specific stand-by resources to deploy to identified hotspots and high-density locations. • Increase litter collection and street cleansing in priority areas through manual crew collection. • COVID marshals at key locations advise visitors on busy locations with targeted information. • Assess facilities for additional toilet cleansing. • VMS targeted messaging commence on possible delays, journey times and diversions. • Live social media updates including educational and enforcement messaging in line with Dorset Police, and Dorset Council Travel Dorset news engagement. • Daily monitoring of data sets continues to ascertain when and if Level 3 trigger is reached. <p>For evening responses:</p> <ul style="list-style-type: none"> • Street services staffing remain in place with additional litter patrols. • Additional security, COVID marshals and CSAS staff patrolling in key locations. • Continued monitoring by CCTV • Regulatory Service and CSAS to monitor licensable premises for crowds and activity. • Public toilet open hours increased at midnight for key sites

<p>Level 3</p> <p>ACT</p>	<p>Day response:</p> <p>Car parks reach 75% occupancy (either a specific destination or collectively across the Dorset area)</p> <p>Beach key locations at mid occupancy</p> <p>Evening response:</p> <p>Beaches at high capacity at 17:00 through on the ground and CCTV</p> <p>Policing intelligence present for organised crime and priority individuals.</p> <p>Frequency of anti-social behaviour incidents or tensions within the daytime response</p>	<p>For day responses:</p> <ul style="list-style-type: none"> • When car parks reach ~75% occupancy the OIC will elevate to Level 3 (can be for a specific destination, locations or across an area) • Continuous operating procedures continue with increased monitoring via CCTV and through the Traffic Management & Control (UTMC) system for live information on traffic volumes, journey times, car and coach parking occupancy and crowd information at key locations in Dorset. • When car parks at ~85% all remaining stand-by resources to be deployed (targeted at specific hotspots, destinations or area) • Traffic team adjust VMS and link to Communications team to use media channels to reinforce travel information. • Traffic management staff direct traffic from key busy locations • CSAS deployed to priority locations. • As car parks begin to fill, alternative car park information will be displayed and where appropriate 'car park full' information will be displayed together with journey time data where available. • At ~90% occupancy, the Communications team to use media channels to reinforce traffic information. Hard messaging of car parks full, beach full at early road and rail engagement points • Use traffic management officers and Parking staff to help manage car park entrances and exits. • Escalate to Council Silver/Emergency Planning Team to inform weekly pan Dorset LRF Forward Look Subgroup (TCG) meeting <p>For evening responses:</p> <ul style="list-style-type: none"> • All stages of Level 2 • Enhanced policing resource directed to key locations • Additional mobile CCTV deployed to monitor key density areas • Dispersal areas created in key locations if required
<p>Level 4</p> <p>ESCALATE</p>	<p>All main car parks and visitor car parks full</p> <p>Main beach locations at capacity</p> <p>Policing/ NHS resource at capacity</p>	<ul style="list-style-type: none"> • If a destination or location is gridlocked, then road closures on key roads and redirecting traffic away from destination or affected area commences. • Escalation to duty emergency planning officer (Escalate to Silver/Gold and enact emergency plan)
<p>De-escalation trigger</p>	<p>As car parks start to empty and traffic levels reduce to normal.</p> <p>As beach occupancy reduces</p>	<ul style="list-style-type: none"> • Traffic and Parking Teams amend signage and manage car park exits and lift road closures. • Operational staffing de-brief • Reduction in policing and security resource • Start area clean-up operation

12. SITUATION AND EXCEPTION REPORTING

Controlled Events has been engaged by Dorset Council to manage the Dorset Council Multi Agency Control Centre (MACC) which operates from Monday to Saturday between 1000 and 1800 and are responsible for:

- the collation and distribution of Situation Reports (SITREPS)
- maintaining county wide situational awareness from council departments, suppliers, and partners
- coordinating operational resources in support of established on call structures.
- maintaining an accurate and timely audit trail of issues, decisions, actions and supporting rationale

Controlled Events will be responsible for logging the meetings, operational decisions, and actions for the MACC up to and including Level 3. Once escalated to Level 3 the Operations Group OIC will be responsible for escalating the Trigger Points and Alert Levels to Level 4.

Controlled Events issue a Deployment Plan every Thursday to all relevant officers and agencies that has the rota and contact details for the Command Centre and other duty officers.

Reporting

Dorset Council key department operational leads will feed into the Controlled Events to inform and log relevant actions.

Exception reporting must be undertaken when the key Departments compile their own situation reports to be submitted to the MACC when the centre is operational.

The exception report should be summary format which identifies any incidents, events or issues that are outside the scope of what is considered business as usual or normal occupancy range.

The goal of the report is to identify any issues, changes or factors that are not considered within business as usual, making it possible to take actions that help minimise or eliminate issues or potential negative situations.

Email address for inbound reports / issues and photos to be logged:

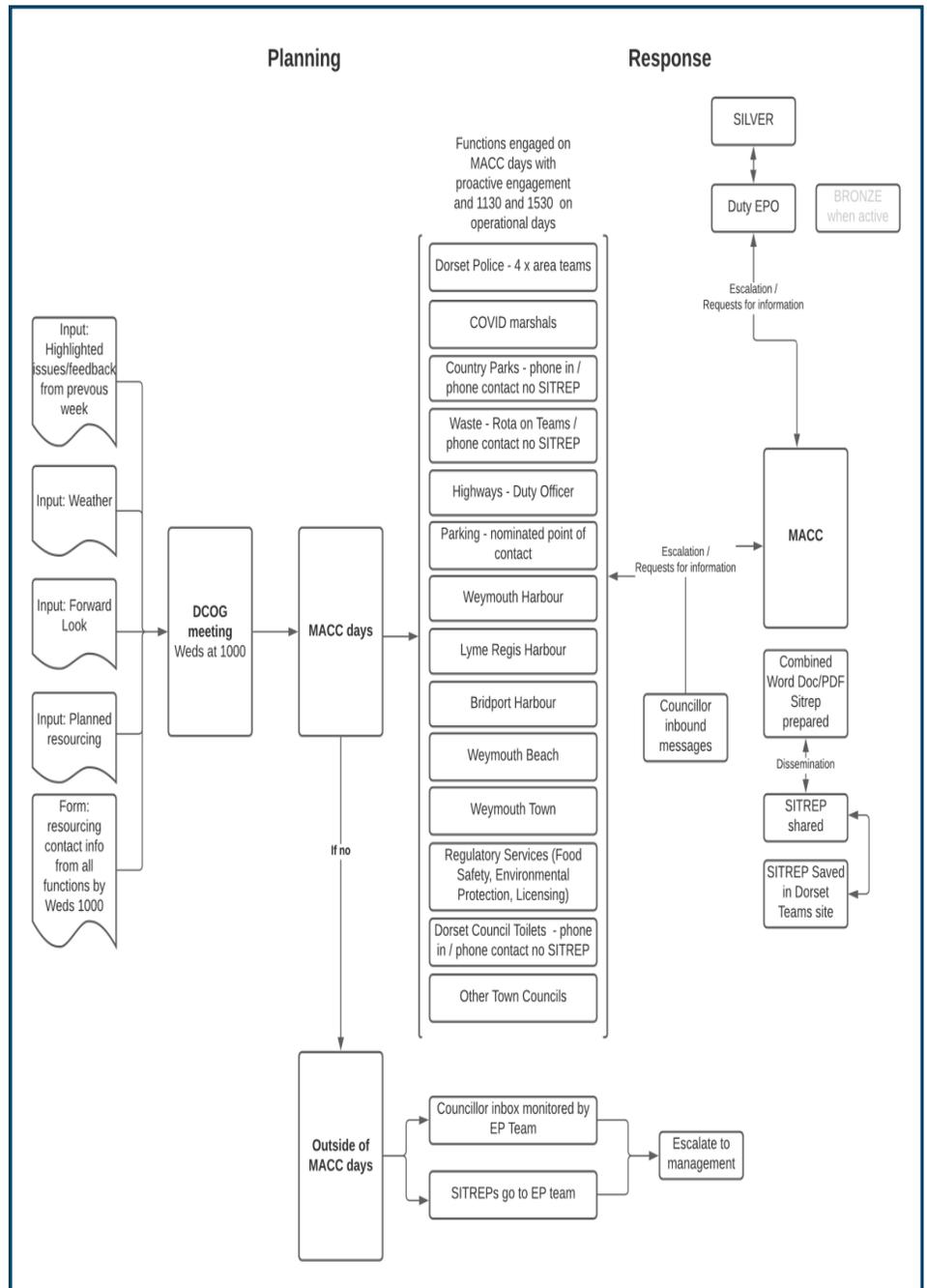
dorsetsitreps@ecrmanager.com (all Depts)

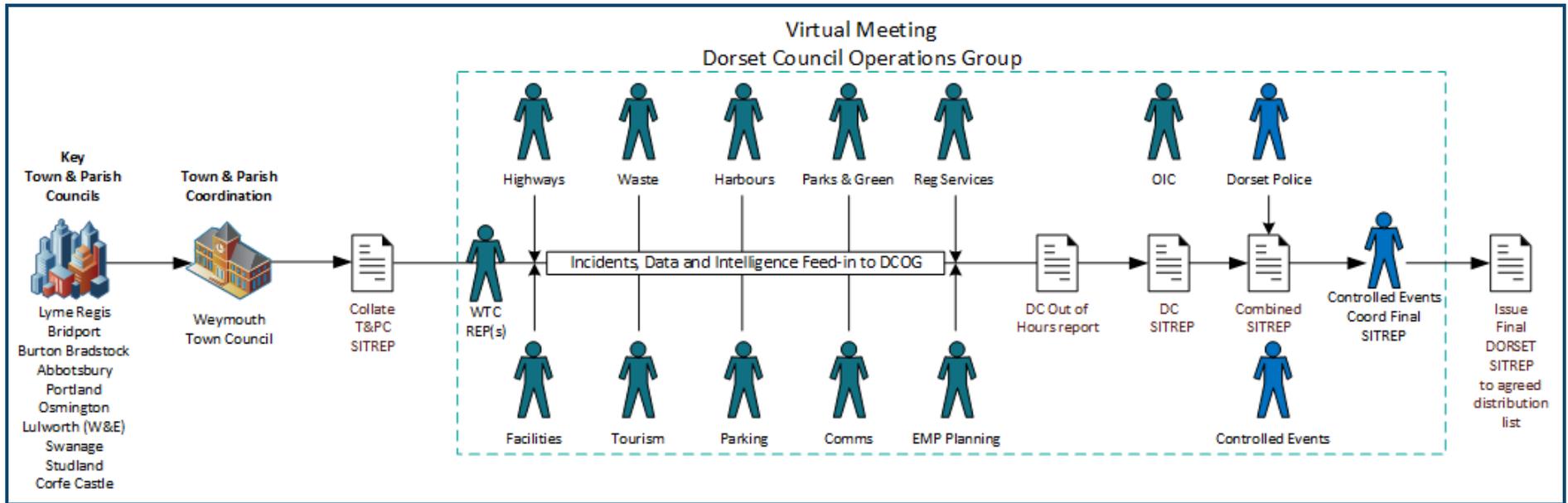
covidmarshals@ecrmanager.com (Security)

Situation Report form [here](#) and an example is shown overleaf.

Situation Report

DESCRIPTION			
This report is to assist in the management and deployment of resources and operational plans			
AGENCY DETAILS			
OPERATIONAL AREA:	Dorset Council Area	TIME	SITUATION REPORT (from 15:30 returns)
COMPLETED BY:		TIME OF ISSUE	
CONTACT DETAILS:			
SITUATION REPORTS TO INCLUDE SUMMARIES OF:			
<ul style="list-style-type: none"> • Approximate numbers • Areas of concern • Traffic problems • Car parking • Waste • Social distancing • Crowding • Point of contact and time/date of last update 			
UPDATE			
	Situation	Response	Forward Look
Community & Public Protection			
Car Parks			
Security			
Highways			
Waste			
Lyme Regis Harbour			
West Bay Harbour			
Weymouth Harbour			
Weymouth Town Centre			
Weymouth Beach			





- Controlled Events feed-in Horizon Scan information, partner information and collate the SITREP.
- The key information and actions (by exception) are provided to all parties contributing to the SITREP.
- The Deputy OIC coordinates hand-off actions that can be dealt with by the other DC services and/or the use of external contractors.
- Non-emergency issues that are not resolved by Operations Group should either be carried over to the following day or be handed over to Out of Hours staff to manage.

13. STATUS MANAGEMENT

THE RAG RATING SYSTEM FOR THE DORSET COUNCIL OPERATIONS GROUP

The RED, AMBER and GREEN (RAG) is a colour code system for the status of issues, incidents, or situations the Dorset Council Operations Group are involved with and is used so the group can focus its priorities and resources. There is likely to be a number of different RAG systems being used by multiagency partners and where possible these will be combined to ensure continuity and a clear recognition of the status of situations across the multiagency setting.

It is vital the Dorset Council Operations Group record and monitor incidents and issues because the status can quickly change. Just as crucial is the monitoring of the number of incidents and issues being dealt with as multiple AMBER issues can quickly change the overall status to a RED situation.

It is important to recognise the need to restore to a GREEN state when an incident or incidents has been dealt with so resources can be redirected or relieved and communications can be updated for the Council, partners, public and the media.

The RAG rating, in terms of risk to the Operation Group delivering support to Dorset Council services, partner agencies and public safety, are expressed in the table below.

RAG	RISK	DESCRIPTION
RED	HIGH	A major, or multiple, incidents for a single agency or multiagency that has led to severe public safety or breakdown of service delivery that requires immediate attention. Significant resources are required to rectify the situation and are likely to involve the emergency services and/or the emergency planning team. It is likely the Council's normal emergency planning command structure (Gold, Silver and Bronze) and EPO will be alerted and engaged
AMBER	MEDIUM	Significant disruption to business as usual that may be affecting or lead to public safety issues, one or more systems/services are not functioning correctly that is hindering operations. Additional (planned) resources may be required help resolve the situation either from a single or multiagency
GREEN	LOW	Dorset Council can deal with the incident within business as usual and the additional planned resources through the normal operating procedures with no major effect to public safety

14. KEY CONTACTS – QUICK REFERENCE

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