Corporate Emergency Management Plan

> **NOTE: PLEASE GO TO PAGE 14 FOR RESPONDER ACTION CARDS**
>
> The purpose of the Corporate Emergency Management Plan is to set the framework through which the Council will respond to an emergency or major incident.
>
> This plan should be used in conjunction with the **Corporate Business Continuity Plan** and other Council Emergency Plans.

Produced By
Civil Protection Service

VERSION HISTORY

Version	Date Issued	Brief Summary of Change	Author
V1	September 2018	Corporate Emergency Management Plan.	Tony cox
V2	October 2018	Modifications made following quality assurance by Mike Price Consultancy	Tony Cox
V3	February 2019	Approved by Assurance Board	
V4	March 2021	Reviewed by Civil Protection Manager.	

Version No: 4.0
Issue Date: March 2021

CORPORATE EMERGENCY MANAGEMENT PLAN

CONTENTS:

PLAN AIM

The aim of the Corporate Emergency Management Plan is to ensure that the Council can effectively respond to a major incident or emergency and protect the safety, security and wellbeing of our employees, residents, businesses and visitors.

OBJECTIVES

This plan outlines how the Council will:

- Respond to major incident or emergency within the borough
- Set out the information management, situational awareness, decision making, procedures and action to be taken during an emergency or major incident.
- To enable the activation of an appropriate management structure capable of producing a timely, effective response to an emergency or major incident.
- Facilitate the recovery of the return to normal for local communities within the borough.

SCOPE

This plan outlines the Council's response to an emergency or major incident occurring within the borough.

There may be occasions where an incident occurs within the borough which requires co-ordination from the Council but falls outside the scope of an emergency or major incident as defined in the Council's Corporate Emergency Management Policy.

These will be dealt with by existing on-call incident response schemes and other established procedures operated by Departments themselves as set out in the Duty On-Call Arrangements section on page 4.

If the Council is responding to both a business disruption event and an emergency or major incident simultaneously, the Council may decide to activate a parallel management structure to manage the business continuity impacts separately as documented in the Corporate Business Continuity Plan.

TRIGGER POINTS

The following are trigger points for activating the Corporate Emergency Management Plan:

- An emergency or major incident in the Borough requiring a co-ordinated response from the Council.
- The imminent threat of an emergency or major incident taking place that may require a co-ordinated response from the Council.
- Any incident that goes beyond the ability of Services to manage the response via Service BCP's.

ACTIVATION OF THE CORPORATE EMERGENCY MANAGEMENT PLAN

The Corporate Emergency Management Plan should be activated:

- In the event of a Major Incident
- The imminent threat of a Major Incident
- When providing support to a partner agency or a neighbouring borough,
- Pan-London emergency response

This plan may be activated at the instruction of the Council's Silver Commander following advice from the Duty EPO, or by the on-call Council Gold. Please refer to diagram on page 5.

DUTY ON-CALL ARRANGEMENTS

In order to support an immediate council response, the Council maintains a weekly major incident on-call response arrangement, consisting of:

- 1 x Council Gold
- 1 x Council Silver
- 1 x Resilience Advisor
- 1 x Local Authority Liaison Officer
- 1 x Emergency Centre Manager

Initial notification of a major incident or emergency in the borough will normally arrive through the Council's Contact Centre. Below is the initial response structure which will be used for a major incident or emergency:

Initial Call
(via contact centre)

Council Silver
answers call
Initial Assessment of:
- Scale of incident
- Who needs to be activated/notified

Minor Incident
- Contact Resilience Advisor for tactical advice if required
- LALO to attend incident scene if there is a scene
- Manage incident on own/standard council call out arrangements

Medium Incident
Resilience Advisor will:
- Act as incident tactical advisor
- Provide BECC support

Council Silver will:
- Activate the Duty EPO to be Tactical Adviser
- Activate the BECC (full BECC may not be needed)
- Put staff on standby, including Rest Centre Manager, in case incident escalates

Major Incident
Resilience Advisor will:
- Act as incident tactical advisor
- Provide BECC support

Council Silver will:
- Activate the Duty EPO to be Tactical Adviser
- Activate the full BECC immediately – act as defacto BECC until it is set up.
- Activate departmental teams as needed
- Inform Civil Protection of expected shift requirements
- Inform LLACC of potential for Mutual Aid.

Council Silver informs:
Council Gold
Duty Press Officer
Leader of the Council

INCIDENT ASSESSMENT PROCESS

The Council Silver must determine the actual or potential scale, duration and impact of the incident. This initial assessment will assist the Council Silver to activate the right level of response for the incident. This process is known as METHANE

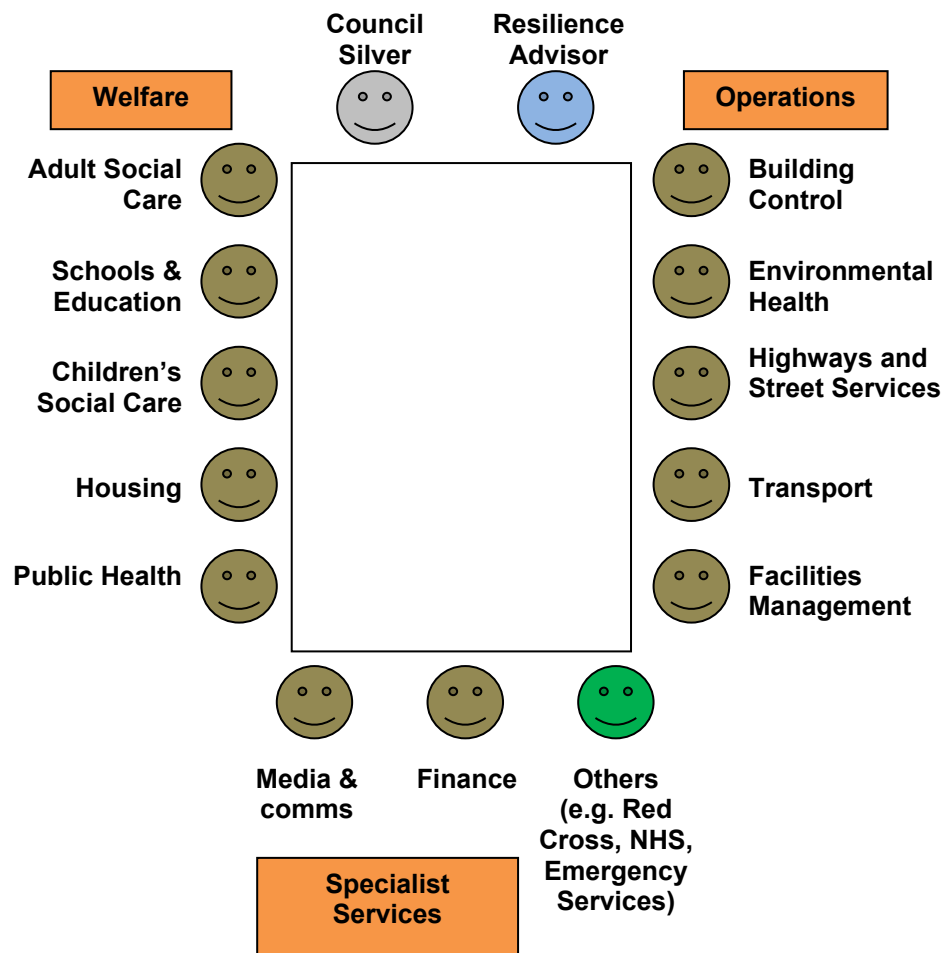|			
M	**MAJOR INCIDENT**	Has a major incident or standby been declared? (Yes / No - if no, then complete ETHANE message)	*Include the date and time of any declaration.*
E	**EXACT LOCATION**	What is the exact location or geographical area of the incident?	*Be as precise as possible, using a system that will be understood by all responders.*
T	**TYPE OF INCIDENT**	What kind of incident is it?	*For example, flooding, fire, utility failure or disease outbreak.*
H	**HAZARDS**	What hazards or potential hazards can be identified?	*Consider the likelihood of a hazard and the potential severity of any impact.*
A	**ACCESS**	What are the best routes for access and egress?	*Include information on inaccessible routes and rendezvous points (RVPs). Remember that services need to be able to leave the scene as well as access it.*
N	**NUMBER OF CASUALTIES**	How many casualties are there, and what condition are they in?	*Use an agreed classification system such as 'P1', 'P2', 'P3' and 'dead'.*
E	**EMERGENCY SERVICES**	Which, and how many, emergency responder assets and personnel are required or are already on-scene?	*Consider whether the assets of wider emergency responders, such as local authorities or the voluntary sector, may be required.*

MANAGING OUR RESPONSE

Should the Corporate Emergency Management Plan be invoked, consideration will be given by the on-call Council Silver, in conjunction with either the Council Gold, to adopt the Incident Command and Control Management Structure to manage the incident.

The Council's Incident Response structure is shown in the diagram below:
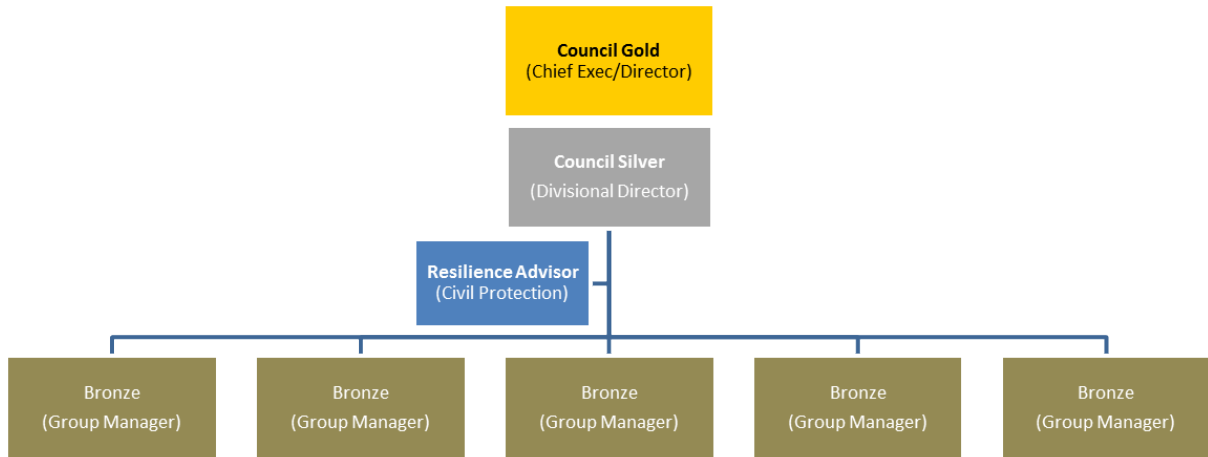
To assist with the tactical response of a major incident or emergency, the Council Silver may require an Incident Management Team (IMT) to be assembled in the Borough Emergency Control Centre (BECC) located at Barking Town Hall. If the BECC is

unavailable, then the IMT will assemble at the alternative BECC located at Pondsfield House

Membership of the IMT will change depending on the type, scale and severity of the business disruption event. Below is a diagram of the suggested IMT attendance:

Should the major incident or emergency require a strategic response from the Council, the on-call Council Gold may convene a meeting of the Gold Group.

Gold is the Strategic element of the council response. Gold sets the strategy for the organisation to respond to an incident, including a brief strategy statement that identifies key priorities for the response and long-term aims.

Gold must take into account the direct needs of the major incident, as well as ongoing day-to-day continuation of council services, and long-term recovery needs. Gold will agree and authorise the activation of key strategic plans and actions outside of existing planning arrangements, release resources and authorise expenditure.

The Gold Group will meet at a location away from the BECC to be determined by the on-call Council Gold.

Full details of the Council's resources available during a major incident or emergency can be found at Appendix….

COMMUNICATIONS

Following the activation of the Corporate Emergency Management Plan, it is essential that communications are cascaded in a structured and timely way. Media & Communications will activate the Crisis Communications Plan to ensure that Senior Managers, staff, members, residents and businesses are kept informed of the situation as appropriate.

SITUATION REPORTING

To ensure that a current overview of the business disruption event is maintained, the BECC will contact key Council services and seek assurances that appropriate actions have been taken and that key critical functions are operational.

The BECC will then compile a Common Operating Picture report, which can be found at Appendix B so all relevant issues and actions can be prioritised by Senior Management, Gold and the IMT.

MANAGING DONATIONS

Certain incidents are likely to generate a significant volume of donations from members of the public and businesses. The council is expected to take the lead in collecting.

The Council Silver will need to consider arrangements required to manage donations including delegating responsibility to voluntary sector organisations like the British Red Cross and the Salvation Army and designating a drop-off point.

INCIDENT LOGS

Logs and records are needed as a reference for what activity or decision took place during a major incident or emergency.

Logs and records may be required at a later date to give an accurate account/evidence in court or in a review of Barking & Dagenham employees' involvement in an incident. A log can also be a useful tool when providing handovers and briefings. The decision -making log template can be found at Appendix J.

All response staff are expected to keep personal logs. All response staff should keep blank log sheets with them at work and at home. The personal log template can be found at Appendix I.
Loggists will be available for decision makers if incident is of sufficient scale/duration. Should the BECC be activated, a central, electronic log via Google Sheets will be maintained.

The following guidance for logging should be used at all times:

- Write your log knowing that it may be called as evidence in court
- Start writing a log as soon as notification is received of an incident
- Include all actions, inactions and decisions (more below) taken and not taken
- Include key information and who communicated it
- Information should be noted in time order
- Use the 24hr clock
- Write as legibly as possible (someone else may need to read it later)
- Avoid acronyms- or make a note of the full phrase on every page if one is used
- If using names- include the full name (both first and surname)
- If noting emergency service personnel details, include call signs / ID numbers
- Anyone involved in an incident should write their own personal log
- Specific roles may have a central log to pass on to the next officer (such as Rest Centre Manager who may have a log for the Rest Centre as a whole)
- Errors should be crossed out with one line and initialled
- Only write on one side of the page
- Number each page.

Those recording key decisions will record all the information available at the time of the decision on the incident decision log template at Appendix J. This might include:

- Incident status
- Problem requiring a decision
- The options considered
- The decision made
- Why that decision was made,
- Its impact, who has been informed of that decision
- Action taken and also action not taken

MUTUAL AID

It is possible that on occasions, the response required for a major incident or emergency will exceed the resources available to any one local authority.

Mutual Aid Agreements have been arranged to enable local authorities to quickly obtain support from each other. All London local authorities are signatories to a mutual aid memorandum of understanding.

During a stand-alone major incident or emergency, other boroughs can be contacted directly via their emergency planning team. During a pan-London major incident or emergency, this is coordinated via the London Local Authorities Coordination Centre (LLACC).

When the LLACC is operational and mutual aid is requested a Mutual Aid Request Form must be used. The Mutual Aid template form can be found in the Major Incident Folder and at Appendix F

LONDON LOCAL AUTHORITY GOLD

For incidents that affect the wider region and require a regionally co-ordinated response, the London Local Authority Gold arrangements will be activated. In such events, the Council will be required to support the wider pan-London strategy.

Once activated, the London Gold Arrangements has precedence over local arrangements.

In the event of a pan-London Emergency or multiple localised Emergencies occurring simultaneously, a Strategic Co-ordination Group (SCG, also known as **London GOLD**) will be established. This group will coordinate activity across London, identifying and allocating resources as needed.

Local Authorities will be represented by a single Chief Executive at the SCG, known as London Local Authority Gold (LLAG). The LLAG is provided with executive powers for all London Local Authorities.

At all times, a Local Authority Chief Executive is on call to act as the London Local Authority Gold. All Chief Executives in London are included on the LLAG Rota.

The LLAG is supported by a team of officers from the London Resilience Team. A personal loggist will also be on-call with the Chief Executive and travel with them to the Strategic Co-ordination Centre.

INCIDENT STAND DOWN

It will be the responsibility of the Council Silver to decide when it is appropriate to stand-down the BECC and the management of the emergency response. The LALO deployed at the scene will be consulted.

There are no set criteria for this decision. However, in most cases the decision to stand-down will follow a reduction of activity in the BECC if opened, the responding services and departments and if deployed, the LALO.

If the Gold Group has been sitting, either a final meeting with the Gold Group or a discussion between the Council Silver and Council Gold should be held to confirm the status of the major incident or emergency before the decision to stand-down is taken.

If the nature and scale of the incident requires a Recovery Management Group to oversee the medium to long-term recovery, the BECC will transfer from being the Borough Emergency Control Centre to the Recovery Co-ordination Centre. This will enable a seamless transition between the two phases.

RECOVERY FRAMEWORK

As the emphasis moves from response to recovery, the Council will take the lead in facilitating the rehabilitation of the community and the restoration of the environment.

Recovery is an integral part of the emergency management process. It can be characterised as the process of rebuilding, restoring and rehabilitating the community following an emergency.

In particular, the Council will work with partners to:

- Meet the longer-term welfare needs of survivors (e.g. social services support and financial assistance from appeal funds) and the community (e.g. anniversaries and memorials, help lines and drop-in centres); and

- Facilitate the remediation and reoccupation of sites or areas affected by the emergency.

For guidance on the recovery steps to be taken after a major incident or emergency please refer to the Council's Recovery Plan. The Council's Recovery Plan can be activated by either Council Gold or Council Silver.

POST INCIDENT DE-BRIEFS

Debriefs provide psychological support to responders, review response activities and capture learning points. Debriefs will be organised by Civil Protection in 2 stages:

1. Hot debriefs – held immediately following stand down from a shift (as staff leave the response), or at the end of an incident. These provide immediate support to staff and identify immediate learning points.

2. Cold debriefs – will usually be carried out several days following the end of an emergency in structured events. These may assist in the development of Post Incident Reports.

Post Incident Reports will be developed by the Civil Protection Service unless otherwise stipulated. Post incident reports are not normally required. They will be developed for:

- Incidents requiring a large co-ordinated response of the council that goes beyond the normal localised incidents regularly experienced by the service.

- Incidents that suffer setbacks as a result of failings in emergency response arrangements.

- Where impacts of the incident are high (for example, due to deaths, serious injuries and serious damage to property)

- Where requested by elected members and senior management

- Where requested by the partnership (SafetyNet/Community Safety Partnership, the Chairperson of the Borough Resilience Forum)

Post Incident Reports will be submitted to senior management (and the partnership where required).

RETENTION OF EVIDENCE & DOCUMENTATION

Major incidents and emergencies are often followed by calls for a public enquiry and deaths bring Coroner's inquests. Investigations by enforcement authorities are certain and claims for compensation will be made early on in the incident.

Many of the reports, memorandums, letters and records relating to Council activities prior to a major incident or emergency, planning decisions, risk assessments, service provision decisions, etc, may turn out to be crucial after the event. The historical background to a major incident will play a large part in determining responsibility and therefore legal liability to the victims.

The checklist shown below will be a good measure of protection against post-incident allegations that parts of the crucial historical background have gone astray. The Silver Commander should consult with the Director of Legal Services to ensure that measures to preserve evidence and documentation are put in place in the first few hours of the initial response.

Immediate Action Checklist - Evidence and Documentation Preservation

- ❑ Suspend all document destruction and archiving procedures.

- ❑ Notify all staff of their obligations to locate, preserve and safeguard documents.

- ❑ Emphasise the continuing nature of those obligations.

- ❑ Nominate an officer to co-ordinate preservation of documentary evidence.

- ❑ Draw up a list of personnel able to assist with location and collation of documents.

- ❑ Give advice on the conditions of legal professional privilege.

- ❑ Notify all offices to collate and report files held.

- ❑ Print relevant computer data (including electronic mail) on disc or tape.

- ❑ Set in train procedures to retrieve potentially relevant files from archive.

- ❑ Initiate recovery and safe custody of originals and all copies of internal documents.

- ❑ Prepare to take detailed proofs of evidence from principal witnesses

ACTION CARD – COUNCIL GOLD

RESPONSIBILITIES

- Provide the strategic response for the Council during a major incident or emergency
- Manage and provide direct allocation of resources

ACTIONS

Response Level	Actions to be taken (or considered)
Activation	• Assess the current situation in liaison with Council Silver
Incident Response	• Provide the strategic response for the Council • Consider the need for a meeting of the Corporate Management Team
Stand Down	• In conjunction with the Council Silver officially stand the incident and BECC down and consider the need for a Recovery Cell

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Training Requirements

- Role Briefing
- Command & Control Training
- Decision Making Training
- Information Management & Situational Awareness Training
- Personal Logging Training

ACTION CARD – COUNCIL SILVER

RESPONSIBILITIES

- Manages the Council's tactical response to a business disruption event; co-ordinating available resources for the implementation of the strategy set by Gold
- Reports to the Council Gold (Chief Executive or nominated Corporate Director) on the tactical situation
- Activate the BECC to co-ordinate the Council's tactical response
- Authorises activation of the Corporate BCP
- Consider the adoption of the Incident Command and Control Management Structure as outlined in the Corporate Emergency Management Plan to manage the incident
- Manage and direct allocation of resources

ACTIONS

Response Level	Actions to be taken (or considered)
Activation	- Be the first responder for a major incident or emergency - Liaise with the Council Gold on the current situation - Activate the Corporate Emergency Management Plan (If required) - Assess the current situation and develop a plan of action in conjunction Resilience Advisor - Activate the BECC to co-ordinate the Council's tactical response
Incident Response	- Reports to the Council Gold on the tactical situation - Consider the need for a specific Council Silver with particular skills or responsibilities to take over the position of Council Silver - Request the attendance of the appropriate Bronze Level managers to attend the Incident Management Team - In conjunction with Media & Communications, prepare timely and regular communications on the progress of the major incident or emergency
Stand Down	- As for the Incident Response level - Liaise with Council Gold to officially stand the incident and the BECC down - In conjunction with Council Gold, consider the need for a recovery cell - Conduct a hot debrief of the business disruption event - Consideration of the need for a Post Incident Report

Training Requirements

- Role Briefing
- Command & Control Training
- Decision Making Training
- Information Management & Situational Awareness Training
- Personal Logging Training

ACTION CARD – RESILIENCE ADVISOR

RESPONSIBILITIES

- Support the Council Silver throughout a major incident or emergency
- Provide support to the Council Silver and the Incident Management Team
- Assist the Council Silver with subject matter expertise on a range of emergency and business continuity plans

ACTIONS

Response Level	Actions to be taken (or considered)
Activation	- Assist the Council Silver in developing a plan of action - Assist the Council Silver in the activation and co-ordination of resources until an Incident Management Team is assembled (if required).
Incident Response	Provide support to the Council Silver and the Incident Management Team
Stand Down	Assist the Council Silver if the activation of the Recovery Framework is required

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Training Requirements

- Role Briefing
- Command & Control Training
- Decision Making Training
- Information Management & Situational Awareness Training
- Personal Logging Training

ACTION CARD – LOCAL AUTHORITY LIASION OFFICER (LALO)

RESPONSIBILITIES

- Act as the local authority point of contact at the scene of a (major) incident, primarily to liaise with the other responding agencies, in particular the lead organisation (incident commander)
- Co-ordinate local authority activities at the scene

ACTIONS

Response Level	Actions to be taken (or considered)
Activation	• Gather accurate information from an incident scene in order to brief decision makers within the Local Authority and mobilise the required resources • Ensure early and regular engagement and communication with incident commanders from other agencies at the scene of an incident • Estimate the impact of the incident and the immediate local authority requirements
Incident Response	• Maintain regular dialogue with the Borough Emergency Control Centre (BECC) or Council Silver; • Attend the multi-agency coordination meetings at scene to represent the Local Authority. • Understand and anticipate the challenges that may arise at the scene of an incident; • Offer, and react to requests for, Local Authority assistance in many forms including, premises for shelter, specialist staff and resources (this includes local authority services offered by contractors) • Ensure key information, requests, decisions and rationales are recorded
Stand Down	• Handover to an incoming officer • Participate in debrief activities

Training Requirements

- Role Briefing
- Command & Control Training
- Decision Making Training
- Information Management & Situational Awareness Training
- Personal Logging Training
- LALO 1 Training
- LALO 2 Training

ACTION CARD – BECC MANAGER

RESPONSIBILITIES

- Ensuring that the BECC is adequately staffed, with roles allocated according to need and workload, supporting staff and planning ahead for future BECC shifts
- Being a visible leader of the BECC
- Liaising with and updating Council Silver on the situation and escalating issues to them as needed
- Accessing support from corporate services for finance, HR, legal, print and photocopying, procurement, etc. to support the functions of the BECC

ACTIONS

Response Level	Actions to be taken (or considered)
Activation	- Set the BECC up as per quick start up guide - Ensure a central BECC log is up and running (BECC Loggist) - Ensure that signage is up directing BECC staff to the room and on the door - Ensure all BECC staff sign into the room – time and role allocation - Brief incoming teams for duty
Incident Response	- Manage BECC team and provide briefings when necessary - Ensure emails and phones are monitored and that all attachments are saved (Message Handler) - Ensure flow of key information to Council Silver and other Senior Management as required - Ensure that rotas of own council and mutual aid staff are put together
Stand Down	- Prepare any handover details to the incoming shift - Return BECC back to normal working operations

Training Requirements

- Role Briefing
- Command & Control Training
- Decision Making Training
- Information Management & Situational Awareness Training
- Personal Logging Training

ACTION CARD – BECC OFFICER

RESPONSIBILITIES

- To support the strategic direction as set out by Council Gold by activating, directing and coordinating the resources of council departments under the guidance of the BECC Manager
- Assisting with the functionality of the BECC.

ACTIONS

Response Level	Actions to be taken (or considered)
Activation	- Ensure you have signed into the BECC - Ensure you have received a briefing from the BECC Manager and been allocated your role and know what the welfare and refreshment arrangements are - Read and note any handover details (Handover Sheet) from the outgoing shift
Incident Response	- Ensure that rotas of own council and mutual aid staff are put together in conjunction with the BECC Manager - Ensure appropriate liaison with council departments
Stand Down	- Prepare any handover details to the incoming shift - Return BECC back to normal working operations

Training Requirements

- Role Briefing
- Command & Control Training
- Decision Making Training
- Information Management & Situational Awareness Training
- Personal Logging Training

ACTION CARD – BECC MESSAGE HANDLER

RESPONSIBILITIES

- Reading and triaging all incoming emails to the BECC email account
- Respond personally to any generic emails
- Answering and triaging all incoming telephone calls in the BECC. Pass to BECC staff designated for particular roles.
- Respond personally to any generic calls
- Monitoring the FAX machine for any incoming faxes – respond to as necessary
- Sharing information with BECC Loggist for Log to be updated and ensuring the Information Officers are kept up to date
- Performing any other administrative duties as directed by BECC Manager

ACTIONS

Response Level	Actions to be taken (or considered)
Activation	• Ensure you have signed into the BECC • Ensure you have received a briefing from the BECC Manager and been allocated your role and know what the welfare and refreshment arrangements are • Read and note any handover details (Handover Sheet) from the outgoing shift
Incident Response	• Ensure emails and phones are monitored and that all attachments are saved
Stand Down	• Prepare any handover details to the incoming shift • Return BECC back to normal working operations

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Training Requirements

- Role Briefing
- Command & Control Training
- Decision Making Training
- Information Management & Situational Awareness Training
- Personal Logging Training
- BECC Logging

ACTION CARD – BECC LOGGIST

RESPONSIBILITIES

- Sitting next to BECC Message Handler in particular and close to the Message Handler and Information Officers.
- Maintaining the central BECC operational log for the incident (including details about shift change over times, key decisions, timings of briefings etc).
- Updating the open log entries which are awaiting actioning – ensuring individuals are chased for updates on Red / Amber actions.
- Highlighting RED actions to the BECC Manager.
- Log all communications both received directly and via others within the BECC as requested by BECC Officers.

ACTIONS

Response Level	Actions to be taken (or considered)
Activation	- Ensure you have signed into the BECC - Ensure you have received a briefing from the BECC Manager and been allocated your role and know what the welfare and refreshment arrangements are - Read and note any handover details (Handover Sheet) from the outgoing shift
Incident Response	- Regularly review the Log - in particular any Amber or Red log entries and that 'Open' and 'Closed' are being used correctly
Stand Down	- Prepare any handover details to the incoming shift - Return BECC back to normal working operations

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Training Requirements

- Role Briefing
- Command & Control Training
- Decision Making Training
- Information Management & Situational Awareness Training
- Personal Logging Training
- BECC Logging

ACTION CARD – COUNCIL GOLD OR COUNCIL SILVER LOGGIST

RESPONSIBILITIES

- Maintain the decision logs from either the Council Gold or Incident management Team meetings
- Updating the log entries which are awaiting
- Reviewing the actions from the meetings with either the Council Gold or Council Silver.

ACTIONS

Response Level	Actions to be taken (or considered)
Activation	• Ensure you have signed into the BECC or Council Gold meeting location • Ensure you have received a briefing from the Council Silver or Council Gold on how they would like decisions logged • Read and note any handover details from the outgoing loggist
Incident Response	• Regularly review the Log - in particular any Amber or Red log entries and that 'Open' and 'Closed' are being used correctly
Stand Down	• Prepare any handover details to the incoming loggist

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Training Requirements

- Role Briefing
- Decision Making Training
- Personal Logging Training

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ACTION CARD – BECC INFO OFFICER

RESPONSIBLE OFFICER(S)

RESPONSIBILITIES

- Collation of an overall picture of the incident information
- Liaison with external agencies and regional coordination centres
- Production and distribution of briefing documents (such as SitReps or Common Information Picture (COP)) to various stakeholders
- Liaison with the Comms Link Officer (onward to press, Members, social media, etc.)
- Maintaining visible displays of the most relevant information in the BECC to support the BECC Manager and other staff in the BECC
- Performing the role of BECC LLACC Link Officer if LLACC is Operational.
- Monitoring Airwave Radios (as part of BECC LLACC Link Officer Role).
- Maintaining awareness of Mutual Aid offers and coordination provided by the LLACC.

ACTIONS

Response Level	Actions to be taken (or considered)
Activation	- Ensure you have signed into the BECC - Ensure you have received a briefing from the BECC Manager and been allocated your role and know what the welfare and refreshment arrangements are - Read and note any handover details (Handover Sheet) from the outgoing shift
Incident Response	- Ensure status boards and relevant information is displayed in the BECC - Ensure SitRep/COP/ Briefing Docs are put together and disseminated to relevant stakeholders - Ensure appropriate liaison with regional co-ordination hubs
Stand Down	- Prepare any handover details to the incoming shift - Return BECC back to normal working operations

Training Requirements

- Role Briefing
- Command & Control Training
- Decision Making Training
- Information Management & Situational Awareness Training
- Personal Logging Training

ACTION CARD – COMMS LINK OFFICER

RESPONSIBILITIES

- To confirm to the BECC the strategic intentions for communications in relation to the incident.
- To inform the BECC of key media enquiries relating to the incident
- To provide to the BECC top lines to forward onto responding Council staff – for consistent messaging
- To work with the BECC to confirm the key lines for Members

ACTIONS

Response Level	Actions to be taken (or considered)
Activation	- Ensure you have signed into the BECC - Ensure you have received a briefing from the BECC Manager and been allocated your role and know what the welfare and refreshment arrangements are - Read and note any handover details (Handover Sheet) from the outgoing shift
Incident Response	Ensure appropriate liaison with wider Stakeholders including Members
Stand Down	Prepare any handover details to the incoming shift

Training Requirements
- Role Briefing   - Information Management & Situational Awareness Training   - Personal Logging Training

ACTION CARD – SERVICE LINK OFFICER

RESPONSIBILITIES

- Act as the point of contact between the Service and the BECC
- Log key actions and decisions for the Department (if not carried out by someone else)
- Brief the Department Senior Management Team about the incident and the impact on the Service
- Manage the delivery of the Service's major emergency response functions, in liaison with the BECC Officers
- Ensure that Service managers use their service-level business continuity plans to manage any business continuity disruption or potential for disruption
- Arrange appropriate representation of the Service or Department at any meetings called by the BECC on behalf of the BECC Manager or Council Silver
- Forecast ahead to ensure that resources for future needs will be available when needed, reporting shortfalls to the BECC
- Regularly update the BECC/BECC Officers about the progress of allocated tasks, and of any difficulties being encountered. If asked to carry out a task – confirm when it has been completed

ACTIONS

Response Level	Actions to be taken (or considered)
Activation	• Ensure you have signed into the BECC • Ensure you have received a briefing from the BECC Manager and been allocated your role and know what the welfare and refreshment arrangements are • Read and note any handover details (Handover Sheet) from the outgoing shift
Incident Response	• Ensure appropriate liaison from council department to the BECC
Stand Down	• Prepare any handover details to the incoming shift

Training Requirements

- Role Briefing
- Command & Control Training
- Information Management & Situational Awareness Training
- Personal Logging Training

ACTION CARD – EMERGENCY CENTRE MANAGER

RESPONSIBILITIES

- To manage the set-up, operation and close down of an Emergency Centre

ACTIONS

Response Level	Actions to be taken (or considered)
Activation	• Set up the Emergency Centre as per the Emergency Centre guide
Incident Response	• Delegating work as appropriate to Emergency Centre Staff • Informing people within the centre (staff and registered people) of important developments • Be the communication link to the BECC • Oversee and coordinate those working in the Emergency Centre (local authorities and external agencies) • Support the review of Registration Forms and assess the needs of the evacuees • Ensure that any visitors with immediate or special needs are dealt with appropriately • Support the arrangement of transport to alternative accommodation • Support the arrangement for the collection of registered visitors' children from school (if necessary)
Stand Down	• Prepare any handover details to the incoming shift • Return the Emergency Shelter back to normal working operations

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Training Requirements

- Role Briefing
- Command & Control Training
- Decision Making Training
- Information Management & Situational Awareness Training
- Personal Logging Training

ACTION CARD – EMERGENCY CENTRE OFFICER

RESPONSIBILITIES

- To support the Rest Centre Manager in the set-up, operation and close down of an Emergency Centre

ACTIONS

Response Level	Actions to be taken (or considered)
Activation	• Support the set up the Emergency Centre as per the Emergency Centre guide
Incident Response	• Care of evacuees under the direction of the Emergency Centre Manager • Undertaking Reception and Registration of evacuees • Ensuring that information is passed effectively to evacuees • Serving food and refreshments • Marshalling car parks • General facilities issues • Provision of administration within the centre • Floor-walking, befriending / listening • To work with the rest centre management to ensure that shift patterns and staff welfare are properly managed
Stand Down	• Assist the Emergency Centre Manager in the preparation of any handover details to the incoming shift • Return the Emergency Shelter back to normal working operations

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Training Requirements

- Role Briefing
- Command & Control Training
- Decision Making Training
- Information Management & Situational Awareness Training
- Personal Logging Training

COUNCIL COMMON OPERATING PICTURE

Completed by	Name		Doc No.	
	Role		Date of issue	
Approved by	Name *[if LALO – submit to BECC – no approval required]*		Time period covered by Sitrep	
	Role		Time of submission	
			Date of submission	

				Content updated	
				Date	Time
M	Major incident declared? **YES / NO** cross out as relevant	dd/mm/yyyy	hh:mm		
E	Exact location – ideally including a post code or grid reference				
T	Type of incident				
H	Hazards – present and potential				
A	Access and egress route(s), including LALO RVP				
N	Number and type of casualties **Deaths** _____ **Injured** _____ **Missing** _____				
E	Emergency services (and other organisations) present or required				
Date of incident		dd/mm/yyyy	hh:mm		
Council SMG Convened?	**YES / NO** cross out as relevant	dd/mm/yyyy	hh:mm		
BECC opened?	**YES / NO** cross out as relevant	dd/mm/yyyy	hh:mm		
Key Meeting times – next meeting	**Multi–agency meeting on scene**	dd/mm/yyyy	hh:mm		
	HASG (not for LALO to complete)	dd/mm/yyyy	hh:mm		
	MFCG (not for LALO to complete)	dd/mm/yyyy	hh:mm		
	Other	dd/mm/yyyy	hh:mm		
Location of FCP at Scene					
Location of Marshalling Area					
RVP for LA staff					

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Date: March 2021

Road Access and Cordon Information				
Private housing situation				
Public buildings situation				
Evacuees		**Which buildings/ streets?**		
Commercial properties situation				
Gas	On/Off	Details:		
Electricity	On/Off	Details:		
Water Supply	On/Off	Details:		
Drains & Sewers	On/Off	Details:		
Transport Disruptions				
Names and addresses of		**Receiving Hospital(s)**		
		Survivor Reception Centre(s)		
		Emergency Rest Centre(s)		
		Friends & Relatives Reception Centre		

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APPENDIX C – TACTICAL MANAGEMENT GROUP AGENDA

Tactical Management Group Agenda	
1. Current Situation	Chair (Council Silver)
2. Considerations	All
3. Horizon Scan	All
4. Mutual Aid	All
5. Set Tactics	Chair
6. Internal Communications	Media & Communications

• Contact Centre Public Queries
    • Staff
    • Business & Residents
    • Members
    • Media Briefings	

7. Any Other Business	All
8. Time of Next Meeting	Chair

APPENDIX D - GOLD GROUP AGENDA

Gold Group Agenda	
1. Current Situation	Council Silver
2. Considerations	All
3. Horizon Scan	All
4. Strategic Priorities	Chair (Council Gold)
5. Internal Communications	Media & Communications
• Staff Welfare • Business & Residents • Members • Media Briefings	
6. Any Other Business	All
7. Time of Next Meeting	Chair

APPENDIX E – EMERGENCY REST CENTRE TEAM MEETING

ERC Management Team Agenda	
1. Situation Overview	Chair (ERC Manager)

• Arrivals/Departures
    • Registration
    • Medical
    • Catering	

2. Critical Issues	All
3. Feedback on Agency Specific Issues	All
4. Staffing & Resource Availability	All
• Current Situation/Issues • Anticipated in 4 Hours	
5. Building Issues	Site Owner Representative
6. Onward Travel	Chair
7. Horizon Scan	All
8. Any Other Business	Chair
9. Time of Next Meeting:	

APPENDIX F – MUTUAL AID REQUEST FORM

MUTUAL AID REQUEST FORM				
From: (Borough)			**Request Number:**	
Date (dd/mm/yy):		**Time (hh:mm):**		
Requested by (name):		**Role:**		
Authorised by (name):		**Role:**		
Brief details on the task to be undertaken or where support is required (WHY):				
Brief details of impact on borough if mutual aid is not received.				
What is required? (Include quantities and/or person specification)				
Where is it required? (Give full address) **Who to report to?** (Include on scene contact details)				
When is it required? (Time at the above address)				
How long is it required for?				
Brief details on actions already undertaken to resolve issues locally:				
Any other information to support your request:				

Contact details for further information regarding this request. (name and number)	

APPENDIX G – INCIDENT RESPONSE RESOURCES

Resources	
BECC	• Television • Telephones (including 2 stand-alone telephones) • Situation Boards • Airwave • Satellite Telephone • 2-way radio • PC's • Conference call facility • WiFi • Smart Boards • Printer (including stand-alone printer) • Fax machine • Refreshments
Rest Centre Boxes	• Bedding for 200 people • Rest Centre Manager Box • Catering Box • Baby Box • Toiletry Box • IRU Grab Bag
Major Incident Log	• Electronic Log via Google Sheets (See BECC guide for further details)
Major Incident Folder	• Located on the shared drive
Corporate Purchasing Cards	• 4 x Duty EPO's have Corporate Purchasing Cards for other goods and supplies with a £5000 spending limit

APPENDIX H – EMERGENCY PLANS

Plan Name
Corporate Emergency Management Plan
Corporate Business Continuity Plan
Recovery Management Plan
Humanitarian Assistance Plan
Community Support Plan (Emergency Rest Centres and shelter)
Multi-Agency Identification of Vulnerable Persons
Multi-Agency Large Scale Evacuation and Shelter Plan
Multi-Agency Warning, Informing & Alerting the Public Plan
Resilient Telecommunications Plan / capabilities
Structural Collapse and Site Clearance Plan
Multi-Agency Chemical, Biological, Radiological & Nuclear (Explosion) (CBRN(E))
Multi-Agency Disaster Mortuary Plan
Multi-Agency National Emergency Mortuary Arrangements (NEMA) - site plan
Multi-Agency Mass Fatalities Plan
Multi-Agency Excess Deaths Plan
Multi-Agency Flood Response Plan
Multi-Agency Pandemic Influenza Plan
Contingency Plan for an Outbreak of a Notifiable Animal Disease
Severe Weather (Heatwave, Extreme Cold, Extreme Rainfall, High winds)

Multi-Agency Fuel Disruption Plan
Control of Major Accident Hazards - Top Tier Plan
Pipeline Safety Regulations
Radiation Emergency Preparedness and Public Information (REPPIR)
Community Resilience for Emergencies
Borough Risk Register

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APPENDIX I – PERSONAL LOG

Emergency Response Role				Incident Name		
Serial	**Time**	**From**	**To**	**Message / Information**	**Action / Decision**

Ensure that the log sheets are filled out legibly and accurately. They will form part of any audit after an emergency.

Signature

APPENDIX J – DECISION LOG TEMPLATE

Decision Log Template

Decision Log – Decision…………………………..	Time:		Date:	

DECISION REQUIRED

OPTION 1

(Circle) Chosen / Not Chosen

Why was this chosen/not chosen

OPTION 2

(Circle) Chosen / Not Chosen

Why was this chosen/not chosen

OPTION 3

(Circle) Chosen / Not Chosen

Why was this chosen/not chosen

Signed:		**Print Name:**	