



London Borough of Hammersmith & Fulham

GENERIC EMERGENCY PLAN

Version 4: Draft (September 2010)

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Section One – Document Control and Introduction

SECTION ONE DOCUMENT CONTROL AND INTRODUCTION

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This document must be subject to a formal review every year. This document must be reviewed following any major emergency or major service disruption. This document must be reviewed as part of any process designed to exercise or test this plan

All revisions / amendments should be logged on the following form.

Rev Date	Rev	Author	Notes
September 10	V4.0 Draft	Martin Barnard	

This plan is to be tested at least once a year. For details of the testing and exercise schedule please contact the document owner.

Any errors found in this document should be reported immediately to the document owner.

Section One – Document Control and Introduction

Aim & Introduction

When an emergency occurs it is likely the council will need to utilise its resources in ways that are not the “norm” and make operational and strategic decisions over very short timescales. Day to day processes and management structures are not designed for these types of demands, for this reason an alternate management structure and special processes are required to ensure the council can discharge its responsibilities in an emergency effectively.

The aim of this plan is to set out the general management arrangements the London Borough of Hammersmith and Fulham Council will implement for all emergencies that impact the local area, its residents, its businesses and its services.

There are a range of bespoke procedures and plans (listed below) that supplement this plan which set out the detailed actions to follow, and resources to utilise, for specific scenarios and emergency functions. Some of these bespoke procedures relate purely to council actions and some are developed in partnership with other emergency responders.

The main audience of this Plan is:

1. Council staff who may be involved in the response to an emergency
2. Agencies who may work with the Council during the response to an emergency

Meaning of Emergency

An emergency is a situation which threatens serious damage to human welfare or the environment which:

- arises with or without warning
- causes or threatens death, injury or serious disruption to normal life
- affects more people than can be dealt with under normal conditions
- requires special mobilisation and organisation of resources.

The term could relate to scenarios such as a serious flood, a terrorist attack, a major utilities failure, an outbreak of animal disease (such as foot and mouth) or a major outbreak infectious disease such as pandemic flu.

In London the term “MAJOR INCIDENT” refers to an emergency that requires the activation of a pre-determined response by the emergency services and the local authority including the establishment of scene control and the multi-agency coordination arrangements at the incident site. Major Incidents tend to be no notice events that affect a specific location such as a fire or a bomb.

The council has 3 terms to describe the seriousness or type of incident or emergency which defines what level of response may be required;

Section One – Document Control and Introduction

- Minor Incident
- Major Incident
- Emergency

An explanation of these categories and what they trigger can be detailed in the Activation section.

Role & Responsibilities of the Council in an Emergency

Council Role in Emergencies:

1. Utilise council resources to assist the emergency services in the response
2. Provide a wide range of support services to protect the vulnerable in the community
3. Maintain normal services at an appropriate level commensurate with circumstances.
4. Lead the recovery and return to normality

Key Responsibilities

1. Identify vulnerable groups affected by an emergency and work with partners to ensure their welfare needs are met,
2. Ensure accommodation and basic welfare needs of any evacuees are met,
3. Act as a conduit for information and advice to those affected by an emergency,
4. Facilitate the emergency response and recovery of business affected by emergencies,
5. Provide and coordinate the psycho-social care response to people affected by an emergency
6. Provide mortuary facilities for fatalities of emergencies
7. Where practical provide basic welfare support to people stranded in the borough as a result of an emergency,
8. Lead the clean up and decontamination of the built environment following an emergency.

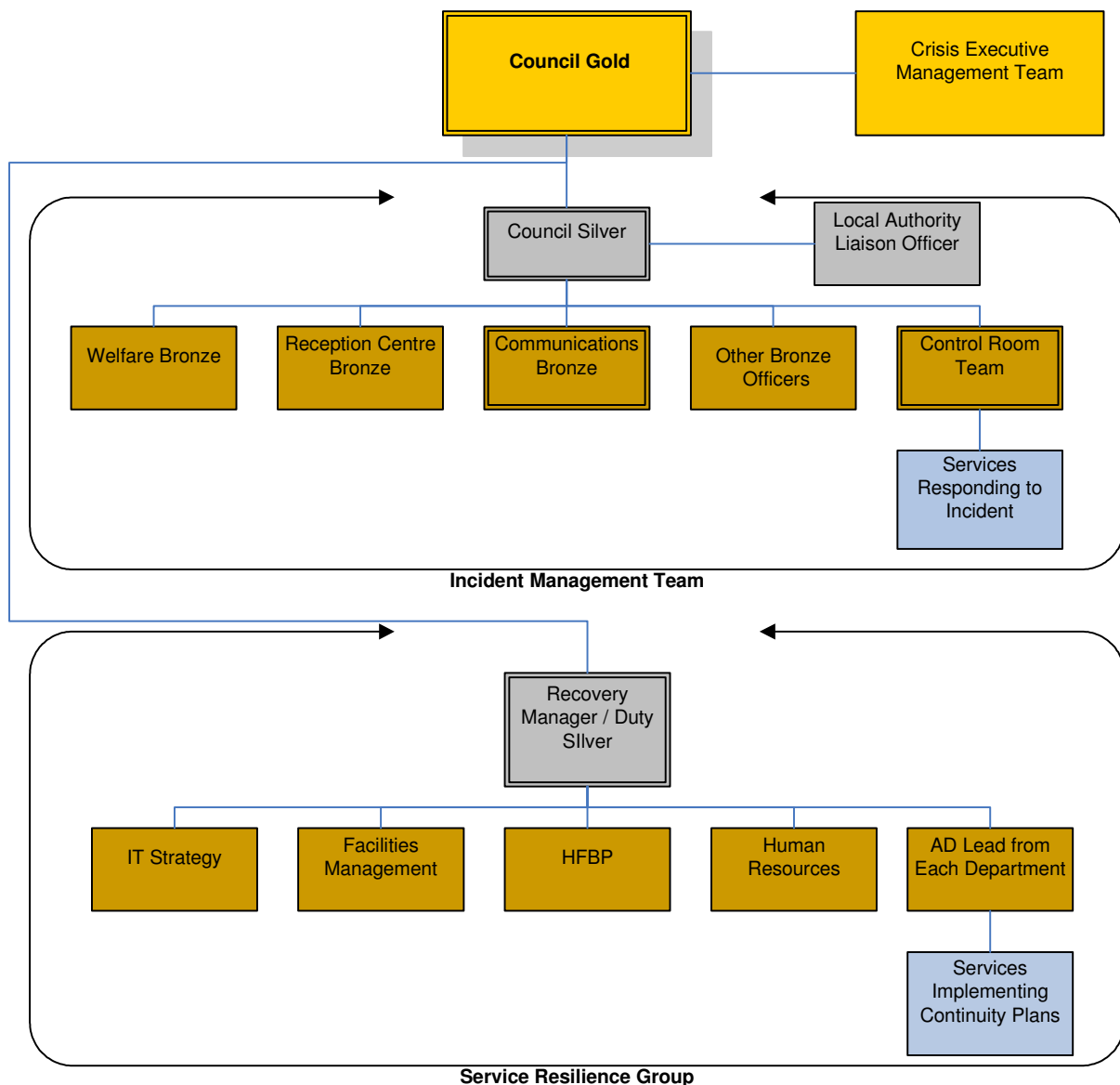
Section Two – Overview of Emergency Arrangements

SECTION TWO OVERVIEW OF COUNCIL EMERGENCY ARRANGEMENTS

There are a range of emergency specific roles, management groups and procedures that can be utilised to manage the council's response to emergencies.

Below is an overview of the structure, and roles that comprise the core of the council's response.

Line Management Structure for Emergencies



Section Two – Overview of Emergency Arrangements

Council Groups and Teams

Crisis Executive Management Team

Chaired by Chief Executive attended by Directors and key staff. Oversees and coordinates the Council's entire response strategy to internal service disruptions and external emergencies. Is required when an incident has severe wide ranging impacts for residents or services or when an emergency is likely to result in significant costs to the council.

Service Resilience Group

Chaired by Duty Silver or a Recovery Manager. This group meets to coordinate departmental actions and communications and to provide advice and support to the Duty Silver. The Service Resilience Group is required whenever an incident affects a range of services or when a response to an emergency requires the combined efforts of a range of council services. This group is also convened when the council identifies a potential emergency situation that may arise in the near future.

Borough Emergency Control Centre (BECC)

The Borough Emergency Control Centre is a resilient office space which contains a range of communication, CCTV and IT tools to enable the effective management of an incident. When the BECC is open it is the centre of emergency operations for the council. All incident information and communications will pass through the BECC. When in operation access is restricted to the Incident Management Team and those officers managing the incident on behalf on other agencies (e.g. NHS H&F, Central London Community Healthcare, Police).

Incident Management Team

Lead by Duty Silver this is the team responsible for managing or facilitating the council's emergency response. The team is based in the Borough Emergency Control Centre and is comprised of Control Room Officers who staff the centre and management representatives from each department / service with a major role in the response to the incident being managed.

Communications Team

Coordinates and communicates the Council's agreed messages and policies to staff, the community and the Media. Works to the Duty Silver and the Service Resilience Group.

Services responding to emergency

During a Major Incident, services staff or resources may be used outside of their day to day role in order support the response. These services will be coordinated through the Borough Emergency Centre by the Incident Management Team.

Services implementing Continuity Plans

Services that have been disrupted as a result of an incident may need to activate their own Service Continuity Plans. These services will be coordinated through their own departmental structures or by their departmental representative on the Service Resilience Group.

Section Two – Overview of Emergency Arrangements

Key Roles

During a “Major Incident” or an “Emergency” day to day line management arrangements are superseded by a simplified structure for those involved in the management of the response. This is to ensure an effective system for communication and decision making exists that minimises the risk of conflicting instructions. A fundamental principle of emergency management is that the role of an individual is the key factor in decision making not an individual's rank or grade.

The incident management structure the council uses is in line with the Gold, Silver, Bronze management structure that is used by all emergency response organisations. This structure ensures those involved in an emergency response can identify the corresponding roles across other organisations, it also makes it clear who is responsible for what.

Gold – Strategic

Gold is the commander in overall charge of each organisation involved, responsible for formulating the strategy for the incident. Each Gold has overall command of the resources of their own organisation, but delegates tactical decisions to their respective Silver(s).

For the council Gold is the **Chief Executive or a nominated Director**. In circumstances where an event or situation has; an especially significant impact; substantial resource implications; involves a large number of organisations; or lasts for an extended duration, it may be necessary to convene a multi-agency co-ordinating group at the strategic level. The multi-agency group, which brings together strategic commanders from relevant organisations, is called the Gold Co-ordinating Group (GCG) in London.

Silver – Tactical

Silver is the officer in charge and responsible for formulating the tactics to be adopted by their organisation in the response to the incident or emergency.

The purpose of the tactical level is to ensure that the actions taken by the operational level are co-ordinated, coherent and integrated in order to achieve maximum effectiveness and efficiency.

The council always has a **Duty Silver** on-call to respond and manage emergencies 24/7 365 days a year. The Council Silver may attend the incident site to liaise directly with other Silvers or will manage the incident from the BECC or another location and send a **Local Authority Liaison Officer** to the scene to represent the council.

Where formal co-ordination is required at the tactical level then a Silver Coordinating Group may be convened, usually at the incident site or at another location as appropriate. The Silver group will work together to:

- Determine priorities for allocating available resources,
- Plan and co-ordinate how and when tasks will be undertaken,
- Obtain additional resources if required,
- Assess significant risks and use this to inform tasking of operational commanders;
- Ensure the health and safety of the public and personnel.

Bronze - Operational

Bronze is the level at which the management of immediate “hands-on” work is undertaken at the site(s) of the emergency or other affected areas. Bronze officers are responsible for

Section Two – Overview of Emergency Arrangements

delivering the specific tasks they have been assigned. Bronze Officers report to the Silver in their own organisation.

For the council there may be a number of key Bronze officers during an incident, for example.

Bronze Welfare

The officer responsible for the identification and care of those vulnerable residents being affected by the incident. For small incidents Bronze Welfare may work alone, however they may assemble a team to assist in the Welfare function. The council has a Bronze Welfare on call 24/7, 365 days a year.

Reception Centre Bronze

The officer responsible for the set up and operation of a Reception Centre this may be a Rest Centre, Survivor Centre or a Family & Friends Reception Centre. Reception Centre Bronze will assemble a team of Reception Centre Offices to assist in the running of the centre. The council has a Reception Centre Bronze on call 24/7, 365 days a year.

Communications Bronze

The officer responsible for compiling and communicating agreed messages to the public and staff. Communications Bronze is likely to be supported by a team of officers and will link up with the Bronze officers within the police or other agencies to ensure messages are coordinated.

The Council Duty Silver may appoint Bronze officers to lead functional areas of the response, (e.g. Traffic Bronze) alternatively services who have a key role in the response to an incident will appoint a Bronze officer and will inform Silver and the Borough Emergency Control Centre (BECC).

Scientific & Technical Advice Cell Officer

This officer is responsible for representing the council at Scientific & Technical Advice Cell Meetings. These meetings are convened when specialist and coordinated scientific advice is required to advise incident commanders. This may be, for example, following a Chemical, Biological or Radiological incident.

Control Room Officers

There may be up to 6 Control Room Officers depending on the size of the incident. Control Room Officers may undertake 1 or more of the following functions:

London Link Officer / BECC Link: Communicates with the London Local Authority Control Centre and other Boroughs

Radio Officer / LALO Link: Staffs the Control Room Radio and provides dedicated support to LALO council services at incident site.

Incoming calls: Take calls on the BECC's incoming telephone line

Information Officer: Maintain a control room log and an up to date information picture of the incident.

Communications Link: Provide a link to and support the work of Communications Bronze.

Welfare Link: Provide a direct link to Welfare Bronze and the Reception Centre Bronze

Section Three – Supporting Procedures & Plans

SECTION THREE SUPPORTING EMERGENCY PROCEDURES AND PLANS

The Council's Generic Emergency Plan dovetails in to a wide range of London and Borough Emergency plan and procedures. These plans and procedures detail how agencies across London or within the Borough will deal with certain situations.

All plans are held by the council's Civil Protection Unit in the Borough Emergency Control Centre and are accessible to all LBHF staff involved in its emergency response via the Incident Management Resources shared drive.

London Wide Plans

These plans have been developed as part of the London Resilience Partnership and involve contribution from all responding agencies across the capital. They will usually be invoked following an emergency that requires a London wide response.

Plan	Explanation	Ownership
London Strategic Emergency Plan	Provides an overview of London's response and procedures to large scale emergencies	London Resilience Partnership
London Command & Control Protocol	Details how all agencies work together during the response to any London wide emergency	London Resilience Partnership
London Recovery Management Protocol	Provides overview of how agencies work together to recover from any London wide emergency	London Resilience Partnership
London Mass Evacuation Plan	Provides overview of the arrangements in place for evacuating key areas of London.	London Resilience Partnership
London Fuel Disruption Protocol	Provides overview of the arrangements in place to manage a disruption of fuel to London	London Resilience Partnership
London Flood Response Strategic Plan	Provides overview of the arrangement in place for London to manage a London wide flooding event	London Resilience Partnership
London Humanitarian Assistance Centre Plan	Provides overview of arrangements in place to set up a centre to support the victims, friends and family of victims following a mass casualty or mass fatality incident in London.	London Resilience Partnership
London Mass Fatality Plan	Provides overview of the emergency mortuary arrangements in place across London to cope with a mass fatality incident.	London Resilience Partnership
London Media / Public Information Protocol	Provides overview of how agencies work together following a London wide emergency to manage media and public information.	London Resilience Partnership
London Chemical, Biological & Radiological Framework	Provides all agencies in London a framework for how Chemical, Biological and Radiological incidents should be	London Resilience Partnership

Section Three – Supporting Procedures & Plans

	managed	
The Disaster Appeal Fund	Provides details of how Disaster Appeal Funds should be set up and managed following a London emergency	British Red Cross
Voluntary Sector Capabilities Document	Details the roles and capabilities of the agencies within the voluntary sector who have procedures in place to support the response to emergencies in London.	
London Local authority Gold Operating Procedures	Details how London Local Authorities organise themselves when one Chief Executive is required to represent or take decision on behalf of many Boroughs.	London Fire Brigade – Emergency Planning
London Emergency Services Liaison Panel Major Incident Plan	Details the roles and responsibilities of the emergency services and local authorities when responding to a Major Incident. Focuses on scene management and scene command and control.	Metropolitan Police Service

Borough Wide Plans / Procedures

These plans have been developed as part of the London Borough of Hammersmith and Fulham Borough Resilience Forum and involve contribution from all responding agencies across the borough. They will usually be invoked following a Major Incident.

Plan	Explanation	Ownership
Multi-agency Flood Plan	Provides details of borough flood risk and local roles and responsibilities for responding to flooding	LBHF
Multi-agency Recovery Plan	Provides an overview of the arrangements required following a Major Incident or Emergency once the emergency response has finished.	LBHF
Identification & Care of Vulnerable Residents	Provides details of the arrangement in place to identify and provide targeted care for vulnerable residents affected by an emergency.	LBHF
Evacuation of Crowded Places	General procedures for evacuation of crowded places	Metropolitan Police Service – H&F
Business Reception Centre	Provides details of the support able to be provided to business evacuated or severely impacted by an emergency	Metropolitan Police Service – H&F
Sands End Gas Holder Major Incident Plan	Provides details of multi-agency response to major incidents at the Sands End gas holder COMAH site.	London Fire Brigade – Emergency Planning.
Survivor Reception Centre Plan	Details how local responders will manage and care for those involved in an incident who are not taken to hospital.	Metropolitan Police Service – H&F

Section Three – Supporting Procedures & Plans

LBHF Plans, Procedures & Capabilities

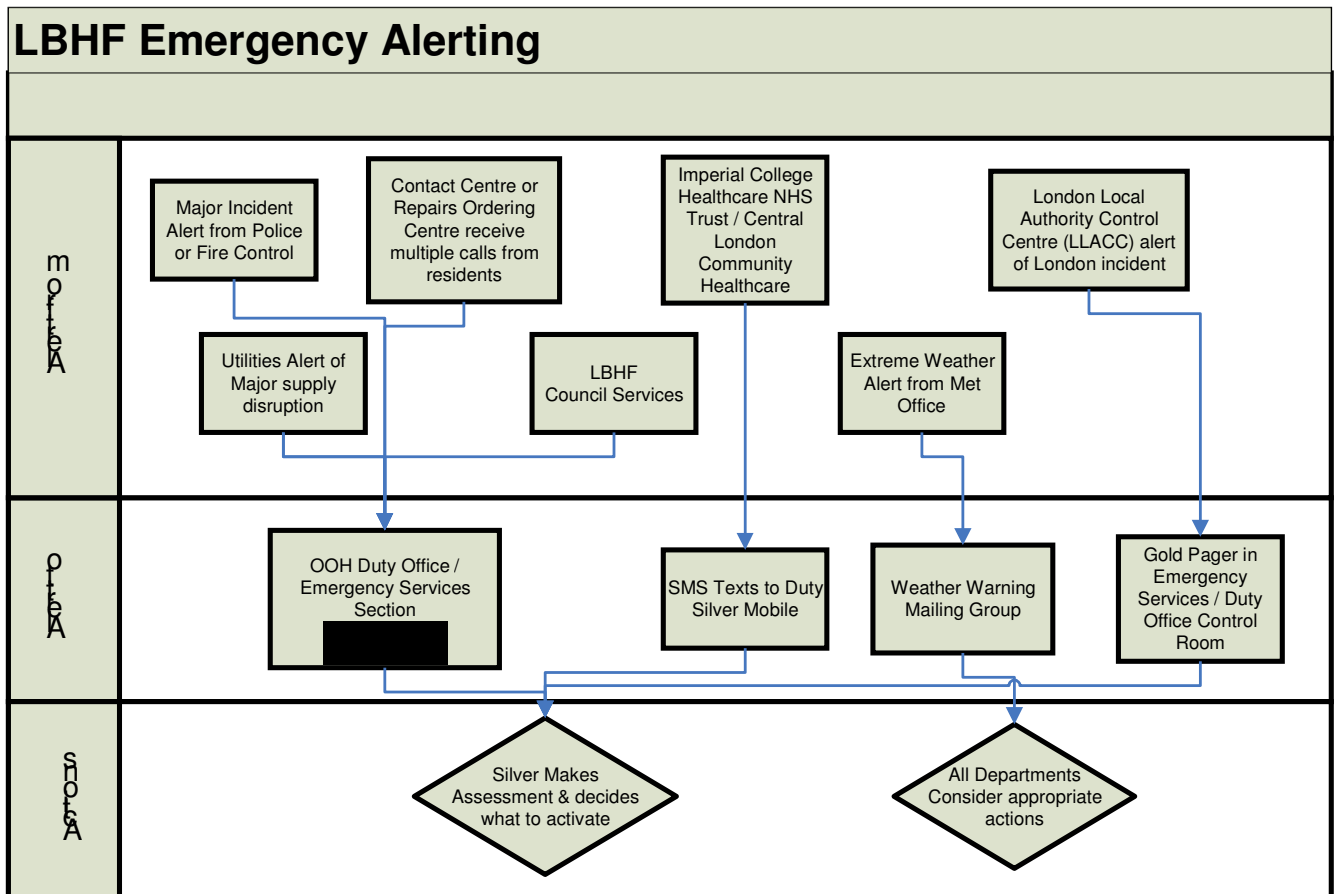
Plan	Explanation	Ownership
Council Corporate Business Continuity Plan.	Provides details of how the council responds to a wide spread or severe disruption to Council Services	Emergency Services Section
Control Room Plan & Instructions	Details the roles within the control room team and provides step by step guide on how to use all control room equipment and resources.	Emergency Services Section
Borough Rest Centre Plan	Provides details of the arrangements in place to provide Rest Centre accommodation for residents forced from their homes in an emergency.	Emergency Services Section
Designated Disaster Mortuary Plan	Provides activation & operation instructions for use of Fulham Public Mortuary as Designated Disaster Mortuary	Emergency Services Section
Influenza Pandemic Plan	Provides details of corporate arrangements for an Influenza Pandemic	Emergency Services Section
Excess Death Plan	Provides details of arrangements to cope with large influx of deaths within Mortuary catchment area (Hounslow & H&F)	Emergency Services Section
Contingency Plan for an Outbreak of a Notifiable Animal Disease (pending)	Provides details of council roles, responsibilities and actions in the event of an outbreak of a notifiable animal disease	Public Protection & Safety
Heatwave Plan Procedures	Details council actions when Heatwave alert have been issued	Emergency Services Section
Fuel Disruption Procedures	Details council actions when fuel supplies have been disrupted	Emergency Services Section
Evacuation – Transport Procedures	Details resources available to transport up to 200 residents within 2 hours	Emergency Services Section
Warning / Informing & Alerting Procedures	Details how council can warn & inform the public before, during and after an incident.	Emergency Services Section
Site Clearance Procedures	Details council actions when an incident has resulted in a large amount of rubble.	Emergency Services Section
Chemical, Biological & Radiological Procedures	Details council actions following a Chemical, Biological or Radiological incident.	Emergency Services Section
London Duty Gold Activation Procedures	Details actions if councils contacted when undertaking the London Local Authority Gold Role.	Emergency Services Section

Section Four – Notification & Activation

SECTION FOUR NOTIFICATION AND ACTIVATION

Notification Process

The council can be notified of an emergency from a range of sources. In general these alerts will come to the Emergency Services Section during office hours and to the Out of Hours Emergency Duty Officer out of hours. Alerts are then passed to the Duty Silver who will make an assessment and decide what procedures to activate.



Section Four – Notification & Activation

Activation Levels

The level of council response will depend on the type and scale of emergency. The following tables provide a guide to decide what parts of the council's response structure should be activated depending whether it is a Minor Incident, a Major Incident or an Emergency. A set of options also exists if the council response structure is being placed on Standby.

Standby		
Definition	The council's emergency arrangements will be placed on standby if it has received an alert where there is a medium to high probability of a Major Incident or an Emergency taking place. The council may be able to take preparedness or mitigation actions and ensure key members of staff are informed and contactable.	
Example Incidents	<ul style="list-style-type: none"> • A Severe Weather alert relating to extreme rainfall, heavy snow or a heat wave. • The heightening of the National Security Levels to "Imminent" 	
Response		Required?
Key Roles	Activate Silver	Yes
	Activate LALO	No
	Activate Bronze Welfare	Potentially
	Use of Housing Options	No
	Activation of Reception Centre Bronze and Centre	No
	Control Team	No
	Communications Bronze	Potentially
	Activation of Gold	No
Council Management	Activation of Incident Management Team & BECC	No
	Service Resilience Group	Potentially
	Crisis Executive Management Team	Potentially
Communications	Text Alert to Council Emergency Responders & partners	Potentially
	Text Alert to SRG & EMT	Potentially
	Text Alert to Members	Potentially
	Staff Information Line	No
	Public Information Campaign	Potentially
	Day & Night Contact Centre Involvement	Potentially
Multi-Agency Arrangements	Gold Meetings	Potentially
	Silver Meetings	Potentially
	Health and Social Care Group	Potentially
	London Local Authority Coordination Centre	Potentially

Section Four – Notification & Activation

Minor Incidents		
Definition	A Minor Incident has low level impact on residents and council services but requires a Duty Silver officer to respond to the situation by coordinating the council's routine services that operate during the day or out of hours. Minor Incidents may involve limited use of Bronze Officers.	
Example Incidents	<ul style="list-style-type: none"> • Evacuation of a couple of properties with no other impacts • Minor / short term utility failure 	
Response		Required?
Key Roles	Activate Silver	Yes
	Activate LALO	Potentially
	Activate Bronze Welfare	Potentially / Limited
	Use of Housing Options	Potentially / Limited
	Activation of Reception Centre Bronze and Centre Control Team	No
	Communications Bronze	Potentially / Limited
	Activation of Gold	No
Council Management	Activation of Incident Management Team & BECC	No
	Service Resilience Group	No
	Crisis Executive Management Team	No
Communications	Text Alert to Council Emergency Responders & partners	Potentially
	Text Alert to SRG & EMT	No
	Text Alert to Members	No
	Staff Information Line	No
	Public Information Campaign	No
	Day & Night Contact Centre Involvement	Potentially / Limited
Multi-Agency Arrangements	Gold Meetings	No
	Silver Meetings	No
	Health and Social Care Group	No
	London Local Authority Coordination Centre	No

Section Four – Notification & Activation

Major Incidents		
Definition	A Major Incident has a significant impact on the residents and services involved, usually across a limited area. The incident requires the activation of a range of council services operating outside their normal duties although in-line with pre-agreed tasks and responsibilities. Emergency coordination arrangements are required.	
Example Incidents	<ul style="list-style-type: none"> • Any incident resulting in evacuation of a housing block or a wide residential area. Some injuries potential for very limited fatalities • Loss of water or electrical supply up to a ward area or smaller for 8 hours or over. • Extreme rainfall resulting in high call volumes from residents and surface water flooding • Incidents at the Sands End gas holder station. • Evacuation of a care home or hospital • Security incident resulting in evacuation of area 	
Response		Required?
Key Roles	Activate Silver	Yes
	Activate LALO	Yes
	Activate Bronze Welfare	Yes
	Use of Housing Options	Potentially
	Activation of Reception Centre Bronze and Centre	Potentially
	Control Team	Yes
	Communications Bronze	Yes
	Activation of Gold	Potentially
Council Management	Activation of Incident Management Team & BECC	Yes
	Service Resilience Group	No
	Crisis Executive Management Team	No
Communications	Text Alert to Council Emergency Responders & partners	Yes
	Text Alert to SRG & EMT	Yes
	Text Alert to Members	Yes
	Staff Information Line	Potentially
	Public Information Campaign	Potentially
	Day & Night Contact Centre Involvement	Yes
Multi-Agency Arrangements	Gold Meetings	Potentially
	Silver Meetings	Potentially
	Health and Social Care Group	Potentially
	London Local Authority Coordination Centre	No

Section Four – Notification & Activation

Emergencies		
Definition	An Emergency has extremely serious impacts for a local area and potentially serious impacts for the borough and potentially the region. It requires the coordination of a wide range of services possibly working in a way that has not been pre-planned. A wide range of emergency coordination arrangements may be required.	
Example Incidents	<ul style="list-style-type: none"> • A local incident resulting in high levels of fatalities, e.g. 10 or over. • A complete water or electrical supply failure effecting multiple wards for over 24/ hours • A complete wide area telecommunications failure • A terrorist incident on the borough • Wide area flooding of the borough • Severe and prolonged extreme weather 	
Response		Required?
Key Roles	Activate Silver	Yes
	Activate LALO	Potentially
	Activate Bronze Welfare	Yes
	Use of Housing Options	Potentially
	Activation of Reception Centre Bronze and Centre	Potentially
	Control Team	Yes
	Communications Bronze	Yes
	Activation of Gold	Yes
Council Management	Activation of Incident Management Team & BECC	Yes
	Service Resilience Group	Yes
	Crisis Executive Management Team	Yes
Communications	Text Alert to Council Emergency Responders & partners	Yes
	Text Alert to SRG & EMT	Yes
	Text Alert to Members	Yes
	Staff Information Line	Yes
	Public Information Campaign	Yes
	Day & Night Contact Centre Involvement	Yes
Multi-Agency Arrangements	Gold Meetings	Potentially
	Silver Meetings	Potentially
	Health and Social Care Group	Potentially
	London Local Authority Coordination Centre	Potentially

Section Five – Template Agendas for Meetings

SECTION FIVE TEMPLATE AGENDAS FOR MEETINGS

Crisis Executive Management Team	
Role	Chaired by Chief Executive attended by Directors and key staff. Oversees and coordinates the Council's entire response strategy to internal service disruptions and external emergencies. The Crisis Management Team is required when an incident has severe wide ranging impacts for residents or services or when an emergency is likely to result in significant costs to the council.
Activated by:	<p>The Crisis Executive Team will only be convened on the authority of the Chief Executive or Council Gold.</p> <p>The following may call for a Crisis EMT.</p> <ul style="list-style-type: none"> • Duty Silver • Any Director • Any member of the Service Resilience Group
Organised by:	Chief Executives Office
Location of Meeting	<ul style="list-style-type: none"> • Chief Executives Office at Hammersmith Town Hall • Virtually by Telephone Conference • Other Location
Membership	<ul style="list-style-type: none"> • Duty Gold / Chief Executive • Directors Affected • Duty Silver • Chair of Service Resilience Group • Communications Bronze • Senior HR Manager • Communications Manager
1st Agenda Template	<ol style="list-style-type: none"> 1. Situation update & impact 2. Emergency response priorities & activities 3. Service Continuity priorities & activities 4. Communications priorities & activities 5. Welfare priorities & activities 6. Consideration of financial implications and funding arrangements, 7. Consideration of any wider impacts 8. Summary of Decisions required at EMT / Cabinet Level 9. Clarify elected members involvement and briefings 10. Consider activation of Recovery Plan 11. Clarify actions from meeting 12. Set programme of future meetings and situation reports

Section Five – Template Agendas for Meetings

Service Resilience Group	
Role	Chaired by Duty Silver or a Recovery Manager. This group meets to coordinate departmental actions and communications and to provide advice and support to the Duty Silver. The Service Resilience Group is required whenever an incident affects a range of services or when a response to an emergency requires the combined efforts of a range of council services. This group is also convened when the council identifies a potential emergency situation that may arise in the near future.
Activated by:	Any member of the Service Resilience Group or EMT can initiate a meeting by contacting the Duty Silver or any member of the Emergency Services Team on [REDACTED] or [REDACTED].
Organised by:	Meetings will be organised by the Incident Management Team or a member of the Emergency Services Section. SRG members are likely to be asked to undertake an impact assessment of department services prior to the 1 st meeting taking place
Location of Meeting	<ul style="list-style-type: none"> • Town Hall or • Conference Call
Membership	<p>Amend as required however core membership:</p> <ul style="list-style-type: none"> • Assistant Director from each department • Senior Manager from Human Resources • Senior Manager from Facilities Management • Senior Manger from IT Strategy • HFBP
1sr Agenda Template – amend as required	<p>Departments should be issued with situation report / impact assessment template for completion prior to SRG meeting where possible.</p> <ol style="list-style-type: none"> 1. Clarify Situation 2. Consider any direction from EMT 3. Impact assessment on council services and community (by department) 4. Determine community response priorities and actions 5. Determine service recovery priorities and actions 6. Determine staff communication messages 7. Determine public communication messages 8. Consider need for staff re-allocation 9. Determine financial controls 10. Identify any decisions required of Crisis EMT 11. Agree taskings 12. Time of next meeting and review of attendees required 13. Feedback to EMT on decisions / actions

Section Six – Action Cards

SECTION SIX ACTION CARDS FOR KEY ROLES

Duty Silver

1. Start personal Log
2. Contact the source of the alert or the Police Duty Officer on scene to clarify situation, consider
 - a. Police Metcall (regional control room)
 - b. Police Integrated Borough Operations (local control room)
 - c. Fire Brigade Control Centre
 - d. Thames Water
 - e. National Grid (Gas)
 - f. EDF Energy
 - g. CCTV
3. Determine
 - a. Nature of incident
 - b. Location and affected area
 - c. Casualties
 - d. Response so far
 - e. Any evacuation & cordons
 - f. Location of RVP and access to site
 - g. Any Hazards
 - h. Key contacts on site
 - i. Log reference
 - j. Any requests so far
 - k. Likely impact on council services
4. Assess what type of incident it is (Minor, Major or Emergency) and activate the roles and management groups as required, including Page One text alerts.
5. Undertake Dynamic Risk Assessment before sending any council staff to scene.
6. Review list of Council or Borough emergency plans that may detail procedures to follow.
7. If Major Incident or Emergency, call the NHS H&F Manager on-call to inform him / her of the situation and request that Central London Community Healthcare be informed.
8. If Major Incident or Emergency, attend the BECC and consider sending Silver level officer to scene to replace LALO. Inform Police that LALO will attend. Distribute Airwave Radio terminals to all Incident Management Team.
9. Notify your standby and place on an 8 hours notice to take over.

Section Six – Action Cards

LALO

1. Start Personal Log
2. Take information from Silver or Out of Hours Service including:
 - a. Nature of incident
 - b. Location and affected area
 - c. Casualties
 - d. Response so far
 - e. Any evacuation & cordons
 - f. Location of RVP and access to site
 - g. Any Hazards
 - h. Key contacts on site
 - i. Log reference
 - j. Any requests so far
 - k. Likely impact on council services
3. Ensure you have the following before attending scene
 - a. Writing equipment
 - b. Charged phone or Airwave Radio if issued
 - c. LALO high-vis Jacket
 - d. Warm clothes
 - e. Any protective equipment required – boots, hat etc
 - f. Map of Borough
4. Attend scene make yourself known to the Silver officers on scene from Police, Fire and other agencies. Determine:
 - a. Agencies involved and actions
 - b. Exact location of area affected – **silver will need a map of affected area**
 - c. Numbers and location of Evacuated residents
 - d. If any vulnerable people have been identified
 - e. What the current plan is
 - f. Support required from Council
 - g. Time of next Silver Meeting
5. Inform key functions what the council can and will do:
 - a. Set up of Rest Centre within 2 hours – ideally Hammersmith Town Hall. Ensure Police do not choose rest centre without consultation with council.
 - b. Council will Identify vulnerable residents that may need a double check
 - c. Public information leaflets / letters if required
6. Actions
 - a. Request 2nd LALO if required
 - b. Refer key decisions back to Duty Silver
 - c. Request Silver Level officer attend scene if key decisions are required.

Section Six – Action Cards

Welfare Bronze

1. Start Personal Log
2. Take details of incident from Silver including
 - a. Nature of Incident
 - b. Area affected and exact evacuation zone
 - c. Actions to date and timescales
 - d. Any vulnerable residents already known
3. Identify Vulnerable site / care establishments affected:
 - a. Login to the Emergency Planning Channel on the EGIS home page
 - b. Find the area affected on the EGIS map
 - c. Tick the Vulnerable sites check box (within the emergency services folder on the right)
 - d. Click on the words Vulnerable Site next to the green star to highlight
 - e. Click on the i in the black circle on the top tool bar
 - f. Click on the numbered green stars on the map to identify site and contact details
 - g. Contact and offer support to vulnerable sites
4. Identify individuals affected by the emergency that may be particularly vulnerable and require additional support.
 - a. Utilise EGIS to identify exact postcodes affected
 - b. Login ETIS & Framework I (ETIS link below)
https://www.apps.lbhf.gov.uk/prism/prism_login.asp?appid=eti
 - c. Search ETIS using road names and postcodes for clients
 - d. Right click on the result field, select all and copy
 - e. Open Excel and paste the results into a table
 - f. Delete the unnecessary information at the top of the table until you get to the results table.
 - g. Use the sort function to sort the results. Prioritise residents that receive multiple services, especially those that receive home care. Note any disabled or deaf residents.
 - h. Use the Framework I reference number to consider individuals needs and vulnerabilities.
 - i. Compile a list of residents that need to be contacted or whose care needs to be considered ASAP.
5. Share information as appropriate
 - a. Contact the Central London Community Healthcare Manager on call to ensure a joined up approach and share vulnerable list if required.
 - b. Inform Silver of any residents where Blue Lights should undertake a recheck of their house.
 - c. Ensure Reception Centre Manager receives list so they can be on alert to identify vulnerable or those with mental health needs who come to rest centre.
6. Ensure welfare of residents
 - a. Work with partners to ensure all identified vulnerable residents are located and care needs are being met and next of Kin are informed.

Section Six – Action Cards

Reception Centre Bronze

1. Start Personal Log
2. Take details of incident from Silver including
 - b. Nature of Incident
 - c. Area affected
 - d. Number of properties evacuated
 - e. Numbers and location of people currently evacuated
 - f. Potential timescales for re-entry
 - g. Any vulnerable residents already known
 - h. If a Rest Centre should be opened now or whether it should be put on standby
3. Request that residents are not moved from location / temporary holding area until Reception Centre is open. Inform Silver you will call back with location and estimated opening time.
4. Identify suitable Rest Centre venue using EGIS or using the Map and spreadsheet of emergency accommodation located in the Reception Centre plan.
 - a. Consider current location of residents. Have they been put in a suitable hall by emergency services? Is a Tennant's Residents Hall very near?
 - b. Consider Hammersmith Town Hall as 1st choice, check availability of Assembly Hall and Playfair Room using Hall Hire Intranet.
 - c. Contact the venue keyholder and arrange for it to be opened
5. EGIS Guide.
 - a. Login to network and open up EGIS using the Emergency Planning Channel
 - b. Display the streets affected and the surrounding area
 - c. Tick the Emergency Accommodation check box (within the emergency services folder on the right)
 - d. Click on the words Emergency Accommodation next to the blue square to highlight
 - e. Every Blue square represents an emergency accommodation site
 - f. For details of each site, click on the i in the black circle on the top tool bar and click on the numbered blue squares on the map to show type of accommodation, capacity and contacts
6. Contact Reception Centre Officers to assist setting up Rest Centre. Once you have 3-4 staff. Inform Silver of estimated opening time and make your way to the centre. A Rest Centre should be opened in under 2 hours of initial contact. To contact staff use Rest Centre Staff list. The electronic version can be found at: \\LBHF\Root1\ES-INCIDENT-MANAGEMENT-RESOURCES\Incident Management Procedures\Rest Centre Operations\RC Staff Contact list.
7. Liaise with Housing Options (or Careline out of hours) to determine whether bed and breakfasts can be used to accommodate evacuees
8. If Health Care support is likely to be required, request Silver contact NHS H&F to activate Central London Community Healthcare. Liaise with Welfare Bronze to ensure you have a list of likely vulnerable residents to watch for.
9. Follow Rest Centre Plan

Section Six – Action Cards

Communications Bronze

1. Start Personal Log
2. Take details of incident from Silver including
 - a. Nature of incident
 - b. Location and affected area
 - c. Lead agency and their incident reference number
 - d. Response so far
 - e. Casualties
 - f. Evacuees
 - g. Any impact on council services
 - h. Any media interest on site
3. Agree and circulate internal messages
 - a. Agree internal message with Council Silver, Gold and Human Resources
 - b. Inform Cabinet & Members
 - c. Update Intranet Site
 - d. Circulate message using all staff email list
 - e. Ensure Staff Information Line is Updated
4. Agree & circulate public information messages
 - a. Consider: residents evacuated, those who are unaware of impact on home, local business, publicising an Information Line for residents & business affected by the incident.
 - b. Liaise with Lead Agency's Press Office, Council Silver & Gold to agree message
 - c. Liaise with local media including BBC Connecting in a Crisis
 - d. Update Website
 - e. Ensure public facing Contact services have up to date messages (e.g. contact centre)
 - f. Consider emailing community groups and other local communication gate keepers
5. Respond to Media enquiries
 - a. Send Press Officer to scene if media arrive
 - b. Send press Officer to Rest Centre if Media arrive
 - c. Contact and brief Leader, Deputy Leader or Cabinet Member for Safer Neighbourhoods if press interview required.
 - d. Consider a joint media briefing room with MPS if large amounts of media interest