

Communicating in an Incident Plan

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Ownership and Version Control

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Acknowledgements	-			
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Exercise / Training	Type	What was tested/ exercised?	Validation method	

Critical Information

Introduction	This plan has been written to detail how Croydon Council will communicate with its staff and the public immediately prior to, during and after an incident. It aims to use existing plans and systems where possible and these have been duly signposted.
How to use this plan quickly	<ul style="list-style-type: none"> Go to page 37 for Annex F: Council staff Sudden Onset Action Cards Go to page 41 for Annex I: Contact Details of Key Roles Go to page 12 for Location arrangements for the communications teams
Principles	<ul style="list-style-type: none"> Every emergency is different, and it is important to be flexible to ensure the most appropriate and effective response. Respect for the individual and their needs, and for the diversity of communities is key to ensuring the best possible care for affected people. The response to any emergency is conducted in partnership. A multi-agency approach is crucial and sharing of information between partners is essential. The arrangements in this plan are complementary to the major incident procedures for London set out in the LESLP Major Incident Procedures Manual, and the London Strategic Coordination Protocol.

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Acronyms & Definitions

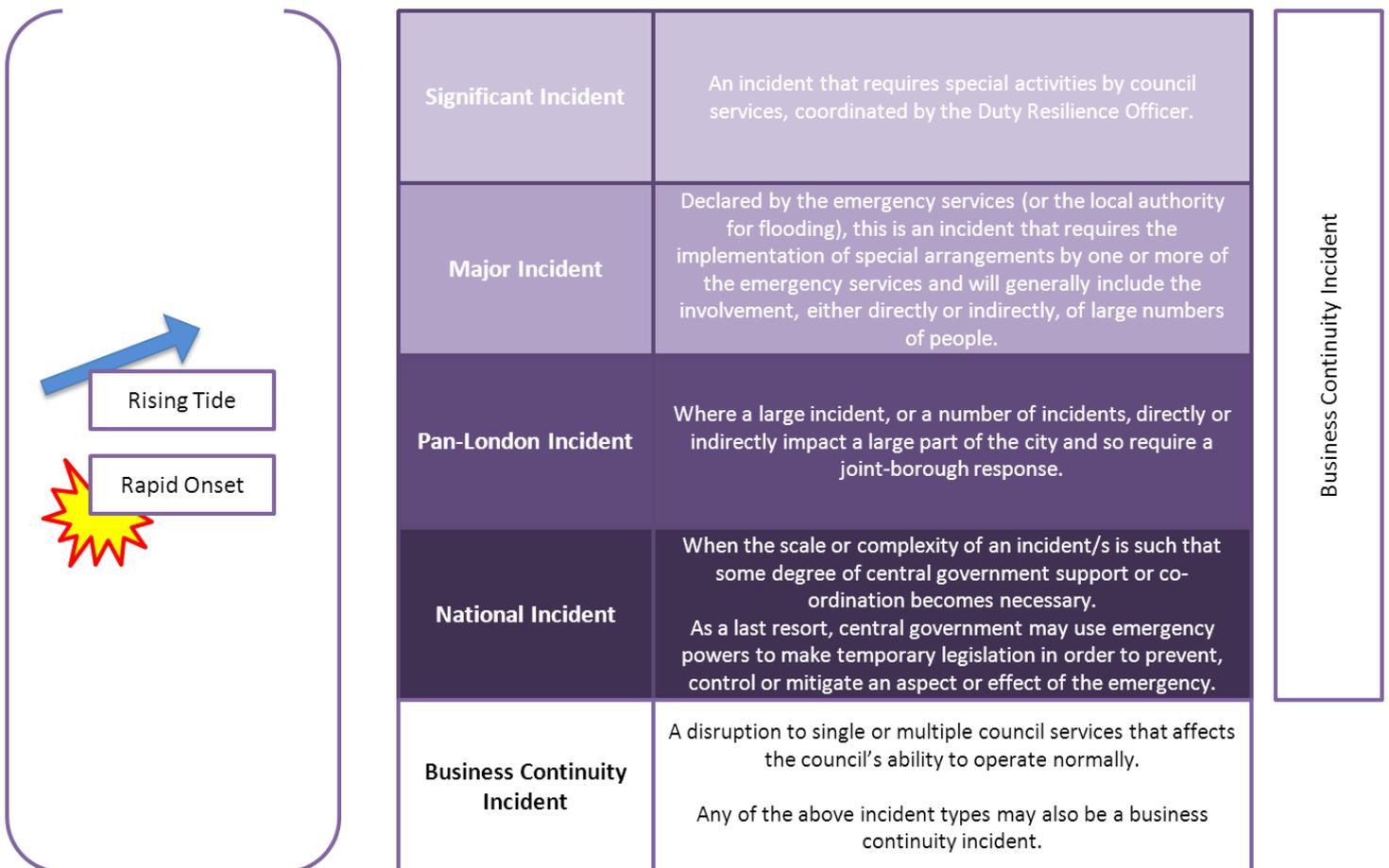
BECC	Borough Emergency Control Centre [<i>Room 2.12, Croydon Town Hall</i>]
CEMT	Corporate Emergency Management Team
COoC	Chief Officer on Call
CRF	Croydon Resilience Forum
DRO	Duty Resilience Officer
LALO	Local Authority Liaison Officer
LLACC	London Local Authority Coordination Centre
RT	Resilience Team

Emergency (or incident):

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

- ‘Emergency’ and ‘Incident’ can be used interchangeably when speaking generically about this definition.

Croydon Council Types and Definitions of Incidents:



Manifestation of Incidents:

Rising Tide – An event or a situation that develops into an incident over a period of days, weeks or even months (such as health pandemic, flooding, industrial action), the final impact of which may not be apparent early on.

Rapid Onset – Incident which develops quickly, and usually with immediate effects, thereby limiting the time available to consider

Communications in an Incident

1 Introduction

The challenges faced by communicators in responding effectively during an emergency have increased. The 24 hour news cycle, combined with widespread use of social media and almost universal ownership of smartphones means information, rumour and speculation can come from multiple sources and gain widespread coverage extremely quickly – increasing the need for official, accurate and consistent information to be provided rapidly.

The multi-agency nature of the response to incidents also creates its own challenges – co-ordinating the release of information from multiple agencies with potentially different views and priorities is crucial to avoid public confusion.

Experience from a number of incidents over recent years has highlighted the following key 'lessons learnt':

- Speed of communication
 - Information is circulated very widely, very quickly via social networking platforms and traditional media. This trend will continue to accelerate; information in the future will spread more widely and quickly.
- Demand for regular and consistent information
 - There is an expectation for official information to be provided quickly and regularly. There is also an increasing demand from central government for more information, more quickly.
- Mobility of the media
 - Journalists and the public can move quickly, expect them to do so.
- No two situations are the same
 - Apply the core principles and pre-prepared arrangements, but stay flexible
- Importance of a framework
 - Keep activity structured and focused
- Mutual aid for ongoing situations
 - Be prepared to call on extra resource when needed
- Importance of challenging misinformation
 - It spreads fast, our response must do the same.

As a Category 1 responder, Croydon Council has a duty under the Civil Contingencies Act 2004 (CCA 2004) to "maintain arrangements to warn the public and to provide information and advice to the public, if an emergency is likely to occur or has occurred". The public have a need to know how it will be affected by an incident and what actions it should take to minimize its impact. Depending on the nature and scale of an incident, public messaging will take place at three levels: local (borough) level, regional and national. This plan details the arrangements to communicate with the public and council staff prior to a known potential incident, during and after an emergency. This relates to all risks within the Croydon Risk Register.

In the majority of smaller scale and single site 'significant incidents', messages to the public will be 'bottom up' with the majority of messages taking place at local level. For incidents with a much wider impact a 'top down' approach to communicating with the public may be necessary with key messages being determined regionally or nationally. The London Resilience Gold Communications Group is responsible for coordinating strategic communications in London during a pan-London major incident by ensuring that mechanisms and structures are in place to share key messages with a particular audience and the wider public.

2 Aim

To detail how Croydon Council will communicate with the public (including staff) immediately prior to, during and after any size and type of incident

2.1 Objectives

This plan will:

- Identify diverse communication channels, methods and procedures to communicate with the public.
- Provide communications arrangements in order to be able to warn and to provide information and advice to the public with partner organisations.
- Outline communications arrangements in order to be able to manage the response to media enquiries in conjunction with other responding organisations and in line with the pan-London arrangements.
- Describe the capability to participate in the media liaison arrangements described in the LESLP Major Incident Procedure Manual.

2.2 Scope

This plan focuses on communicating with the public in an emergency, including warning messages prior to a known potential incident, during an emergency and after an emergency. Communicating with the public in a more generic, community resilience context is not covered by the scope of this document, although some of the same communication tools may be applicable.

2.3 Application to other incident types

This plan can be applied to any and all types of incident, no matter the severity or geographical scale.

Annex A, B, C, D and E look specifically at the communications response to business continuity incidents, severe weather, health incidents, radiation incidents, and terrorism incidents respectively.

Other type of incidents that this plan could be applied to include those stated in the Minimum Standards for London; such as an accident at a major accident hazard pipeline, an outbreak of a Notifiable Animal Disease, a fuel disruption and a chemical, biological, radiological, nuclear, or explosive (CBRNe) incident.

3 Activation

3.1 Action Cards

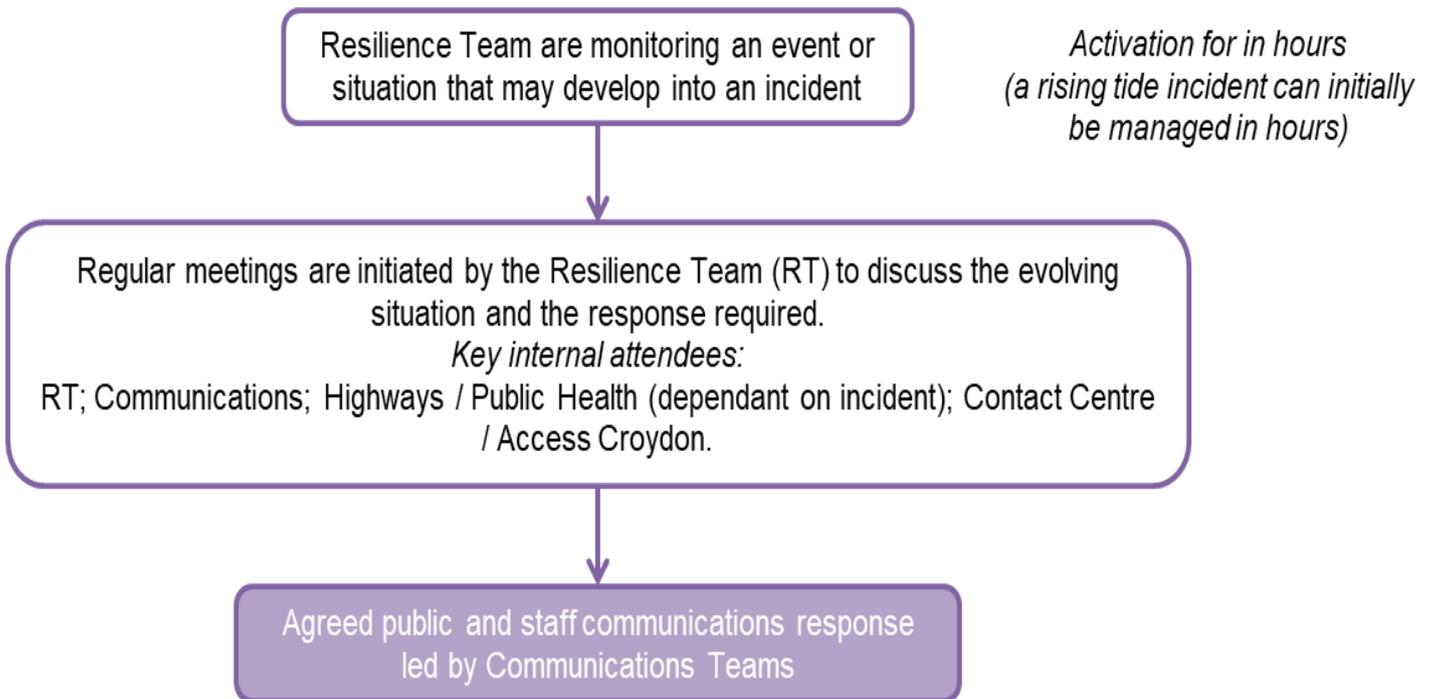
Annex F contains 'sudden onset' action cards for the following roles which should be used to advise actions when alerted to an emergency. Please note, the action cards are not exhaustive, but provide an aide memoire.

- On Call Press Officer / (Deputy) Head of Communication and Engagement
- Communications and Engagement Team
- Contact Centre (Process for calls regarding severe weather)

3.2 Rapid Onset Incident Activation Procedure

This information has been redacted.

3.3 Rising Tide Incident Activation Procedure



4 Roles and Responsibilities

4.1 On Call Press Officer

- Answer the on call press officer mobile at any time of day or night
- Initially represent the communications teams for Croydon Council
- Ensure that a holding statement is released as soon as possible after the incident in consultation with the Duty Resilience Officer (DRO)
 - Liaise with the Head of Service or a press officer before any holding statement is released (only the Press team can give a holding statement)
- Contact the on call Ecomms officer if website updates are needed
- Liaise with Head of Service or Senior Press officer about retweeting and sharing social media posts made by the emergency services in relation to the incident
 - The on call officer will handover social media to dedicated officer in an emergency situation

4.2 Head (or Deputy) of Communication and Engagement

- Attend meetings of the strategic-level Corporate Emergency Management Team (CEMT) as requested
- Strategically coordinate the communications response to the incident as required
- Regularly liaise with the DRO / Resilience Manager to ensure appropriate, consistent messaging

4.3 Communication and Engagement Teams

The following responsibilities encompass the roles of those in the internal communications, external communications, media, ecomms, and design teams. The Head of Service will decide what resource is needed and who needs to be pulled in

- Prepare a communications action plan, including other tailored communications such as social media, letters etc. dependant on situation
- Regularly horizon scan to anticipate issues and resource requirements e.g. implementing a 24 hour staff rota
- Monitor social media sites, such as twitter
- Issue pro-active communications keeping the public up to date using a range of tools (see Error! eference source not found.)
 - Regularly update the public-facing council website with agreed messaging
- Carry out community engagement where needed in liaison with the communities team
 - Liaise with the communities team to ensure key stakeholders are engaged with
- Liaise with customer facing teams to ensure consistent messaging and signposting is given out to the public (this will be via the Priority 1 service list, available from the Resilience Team)
- Liaise with local media (media team only)
- Liaise with democratic services, the Leader's office, the Mayor's office and the Leader of the opposition's office where appropriate to keep members briefed.
 - As has worked in previous incidents, it is suggested that members are to be emailed the briefings just before it is publishes.
 - Key members are included in the CEMT email group held by the Resilience Team.
- Liaise with communications colleagues in other local organisation to ensure consistent messaging (see **section 5.3 Link with Other Agencies**)

- Ensure that council staff are kept regularly updated, and liaise with Human Resources (HR), Organisational Development (OD), and Facilities Management (FM) teams where needed
 - Regularly update the council intranet with agreed messaging
 - Send out all staff emails / windows desktop notifications for business critical communications
 - PA information announcement for staff in BWH
- Locate a communications representative in the BECC (if requested)

4.4 Contact Centre

The following responsibilities are suggestions of what the contact centre could provide to enhance communications during an incident, and may not all be used / required depending on the nature of the incident.

- Support the communications teams with communicating with residents of the borough, for example text messaging residents
- Creation and handling of a dedicated telephone line, adding specific agreed messaging to IVR if needed
- Extend opening hours

4.5 Communities Team

In the event of an incident, the Communities team has two substantive roles:-

1. To contribute to the support for affected communities; and
2. To facilitate communications with affected communities.

This will apply during a general incident or a geographically specific incident. Where an incident has a significant faith element, the Communities team lead officer will contact Faiths Together in Croydon who will send out any agreed message to relevant contacts.

Where an incident is ongoing, the Communities team will work with the Communications and Engagement team to continue to support and engage with affected communities and voluntary groups. Croydon Voluntary Action (CVA) resource centre is the council's primary link with voluntary sector organisations in the borough.

In the event of a media event/ official visits at the scene of the incident, the Communications team will brief the designated lead officer in the Communities team to manage and support community relationships on the ground including arrangements for the use of community buildings

5 Coordination

5.1 Location from which incident communications will be managed

During office hours:

- The communications teams are located in Bernard Weatherill House

During office hours if the civil complex (BWH, Town Hall, Davis House) is inaccessible:

This information has been redacted.

Out of Hours:

- Initially, the on call press officer will coordinate the communication response from their current location e.g. their home.
- Dynamic decisions can then be made by the DRO / COoC as to whether council responders need to co-locate e.g. in BWH, the BECC etc.

5.2 Link with Other Council Responders

5.2.1 Duty Resilience Officer (DRO) / Resilience Team (RT)

- The RT is responsible for discharging the local authority responsibilities of the CCA 2004 during an emergency.
- The team have a 24/7 duty officer rota to respond and facilitate a council response to an incident.
- The DRO will arrange the deployment of a LALO to an incident scene, assist in the establishment of a Rest Centre and coordinate the elements of the wider response.
- The DRO is also responsible for briefing and liaising with the Chief Officer on Call (COoC).

5.2.2 Chief Officer on Call (COoC)

- The COoC is initially in overall strategic command of the Council's response to an incident and is responsible for overseeing the affect the situation may have on local communities, partner services and other council services.
- This is a strategic role and they will act as council Gold. The COoC will not be required to be directly involved in the management of the incident as this will be managed by the DRO / RT.
- The COoC will inform the Leader of the Council, Ward Councillors, and the Mayor of Croydon of the incident where necessary;
- This role is undertaken by members of the Extended Leadership Team on a rota scheme.

5.2.3 Local Authority Liaison Officer (LALO)

- The LALO is the local authority representative at the scene of an incident and is the authority's tactical (silver) representative at multi-agency meetings at the scene of the incident.
- They are the key link between the incident and the DRO / BECC.

5.2.4 Rest Centre / Rest Centre Manager (RCM)

- A Rest Centre is a building designated by the local authority for temporary accommodation of evacuees and is intended as a short-term operation that pulls together the work of a range of responding agencies in an emergency.
- The Rest Centre Manager (trained council staff member) is responsible for the set-up and operation of the centre and will provide those displaced from their homes due to an incident temporary accommodation, essential care and amenities.

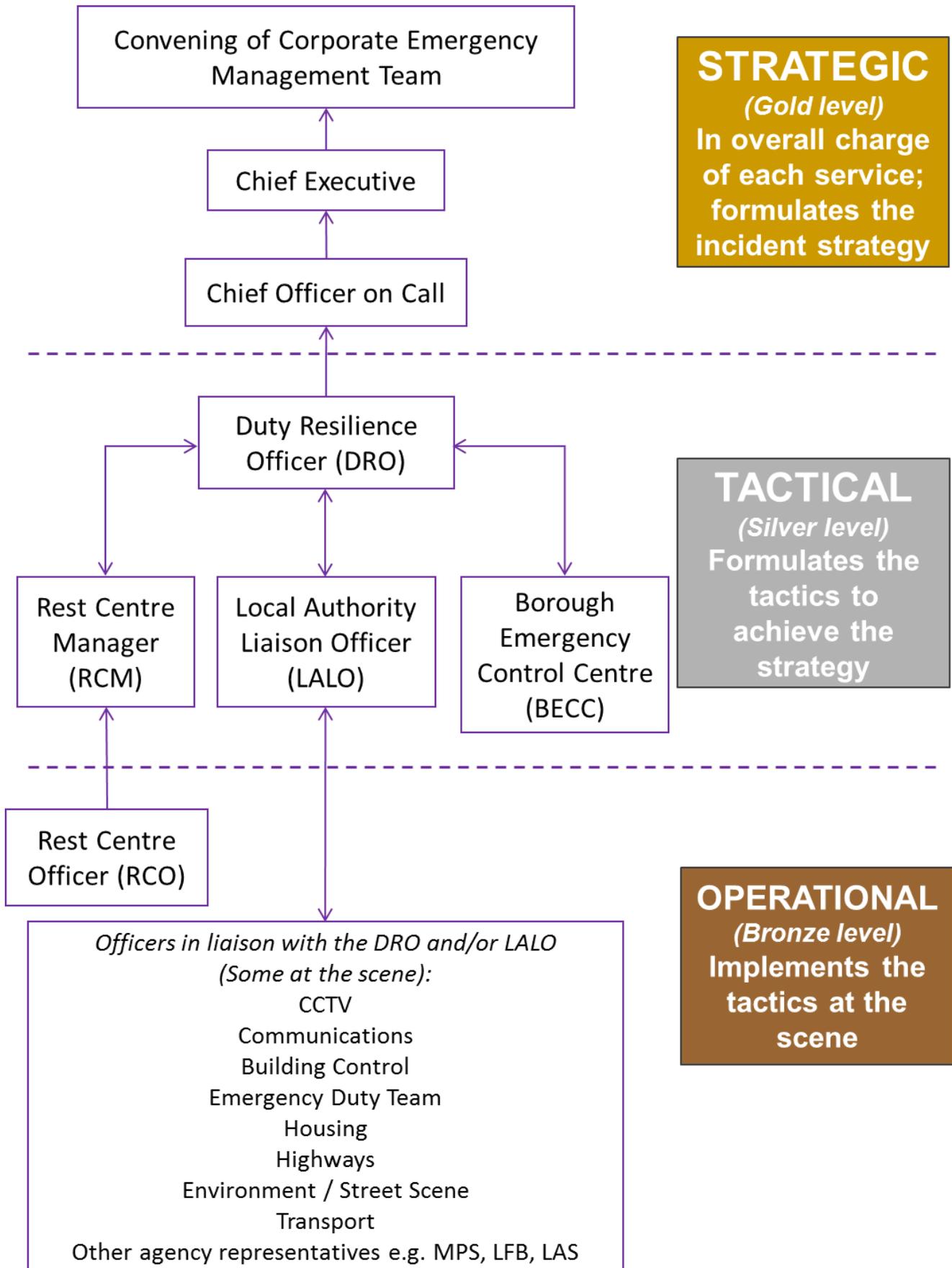
5.2.5 Borough Emergency Control Centre (BECC)

- The BECC will be activated upon an incident requiring the efficient coordination of a considerable number of requests to support an incident response, which is beyond the capacity of the DRO / RT.
- The BECC may be set up and run to provide either an incident monitoring or an incident coordination function in response to an emergency, as defined in the CCA 2004. Every incident will require a different response; however, the BECC's two functions can be separated or combined as necessary.
- It is important that these functions are fulfilled in the BECC where there is access to all of the relevant resources. The BECC should operate separately from, but in close coordination with, the Corporate Emergency Management Team (CEMT), when convened.
- There may be a need for a representative of the communications team to be located in the BECC depending on the incident. This need will be discussed at the time.

5.2.6 Corporate Emergency Management Team (CEMT)

- If convened, the CEMT, alongside the RT, will be responsible for the overall internal strategic command, control and co-ordination of the emergency situation and for determining recovery actions.
- The CEMT will usually convene in response to a major incident directly affecting the borough where the incident will require a significant council response. The DRO, in conjunction with the COoC and the Chief Executive/Assistance Chief Executive(s) will determine the need to convene the team.
- See the **Corporate Emergency Response Plan** for more information.

Figure 1 - The relationship between council emergency responders



5.3 Link with Other Agencies

It is important that in dealing with the demands of the media, press officers from the emergency services, local authorities and partner agencies liaise and consult effectively with each other whilst respecting the differing roles and responsibilities of their individual services.

Annex J contains the contact details for communication leads in local partner agencies.

5.3.1 Major Incident

In the event of a major incident, potentially affecting a number of boroughs, a multi-agency Strategic (Gold) Communication Group will be established with the heads of communication from the emergency services and partner agencies who are involved.

- The London Councils Communications team acts as the link between London Resilience and borough communicators on communications related work.
- Furthermore, London Councils will work with London Resilience to ensure a fast and efficient transfer of information on emergencies between the London Resilience Communication Group and the communication teams in the boroughs.
- This group will manage and coordinate the strategic media and communication issues in support of the overall strategic, tactical, and operational response.

5.3.2 Pan-London Coordination

The split between London Local Authority Coordination Centre (LLACC) and London Councils press office in sharing, gathering and disseminating information to and from local authorities from the boroughs during a pan-London emergency should be:

- LLACC – statistical information
- London Councils – general local authority media lines

London Local Authority Coordination Centre (LLACC)

When stood up in response to an incident the LLACC will:

- Collate and disseminate information between all 33 London boroughs
- Send all informed communications to Local Authority Chief Executives, Borough Emergency Planning Teams, BECCs and key stakeholders
- Liaise with London Councils Media Team
- Act in support of London Local Authority Gold (LLAG)
- Provide information to LLAG in the form of Situation Reports.

London Councils

The main priorities for the London Councils Media Team during an incident are:

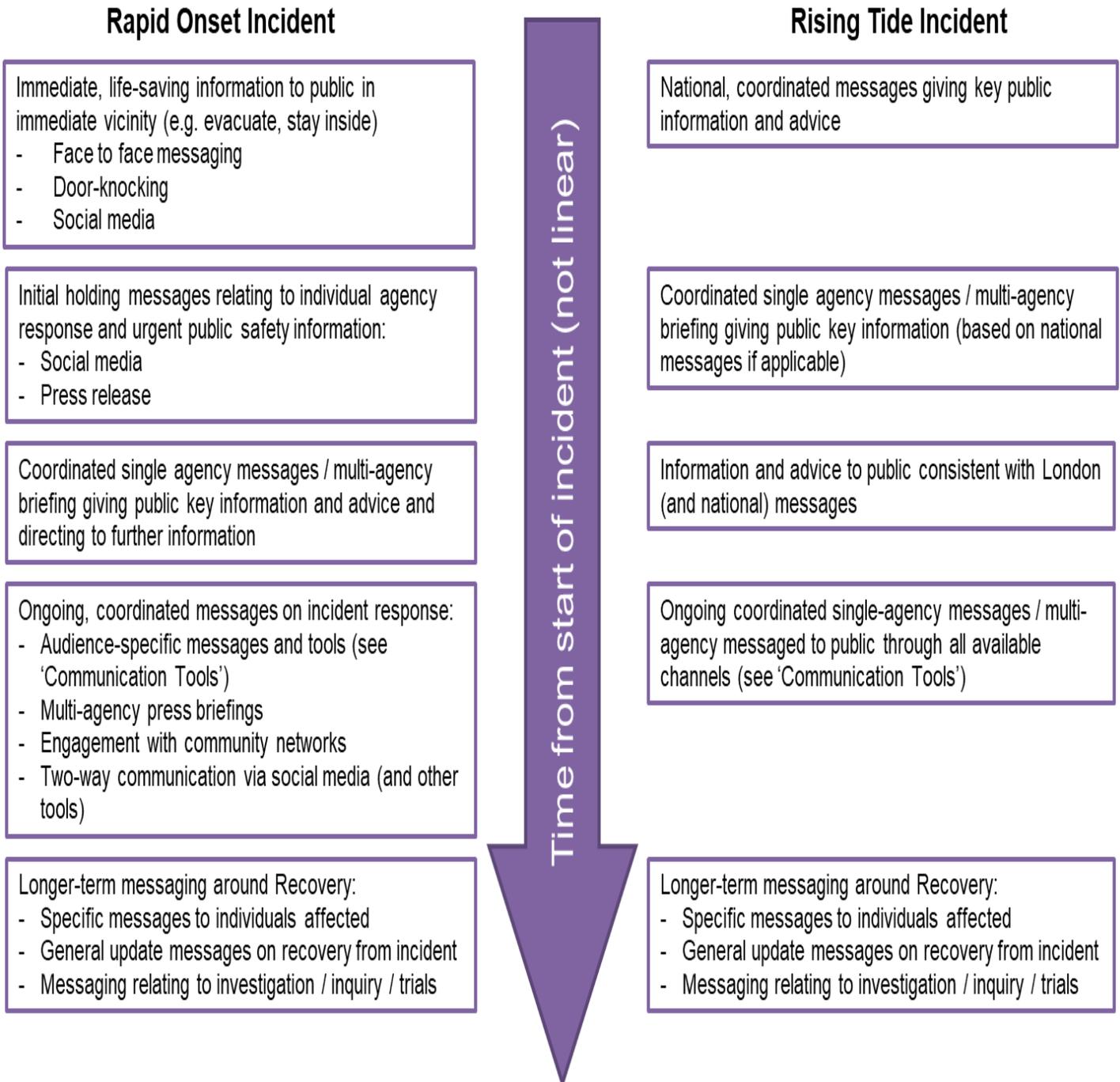
- to support local authority press teams in order to protect and enhance the reputation of London's local authorities, and
- to support the development of consistent messaging to all organisations for dissemination to London residents and visitors.
- The London Councils Media Team will liaise with the relevant press office of the LLAG Chief Executive and other relevant press offices during the emergency situation to provide them with the information being collated and issued.
- Relevant information collated will also be sent at regular intervals to the borough press offices and the media in the form of email bulletins produced by the London Councils Communications Team.

- While the Mayor of London will act as the 'voice for London' during an emergency, the Leader of London Councils should be ready to act as the pan-London local government voice. This would be on issues under local authority control including schools, refuse, street cleaning, meals on wheels, etc.

6 Communication

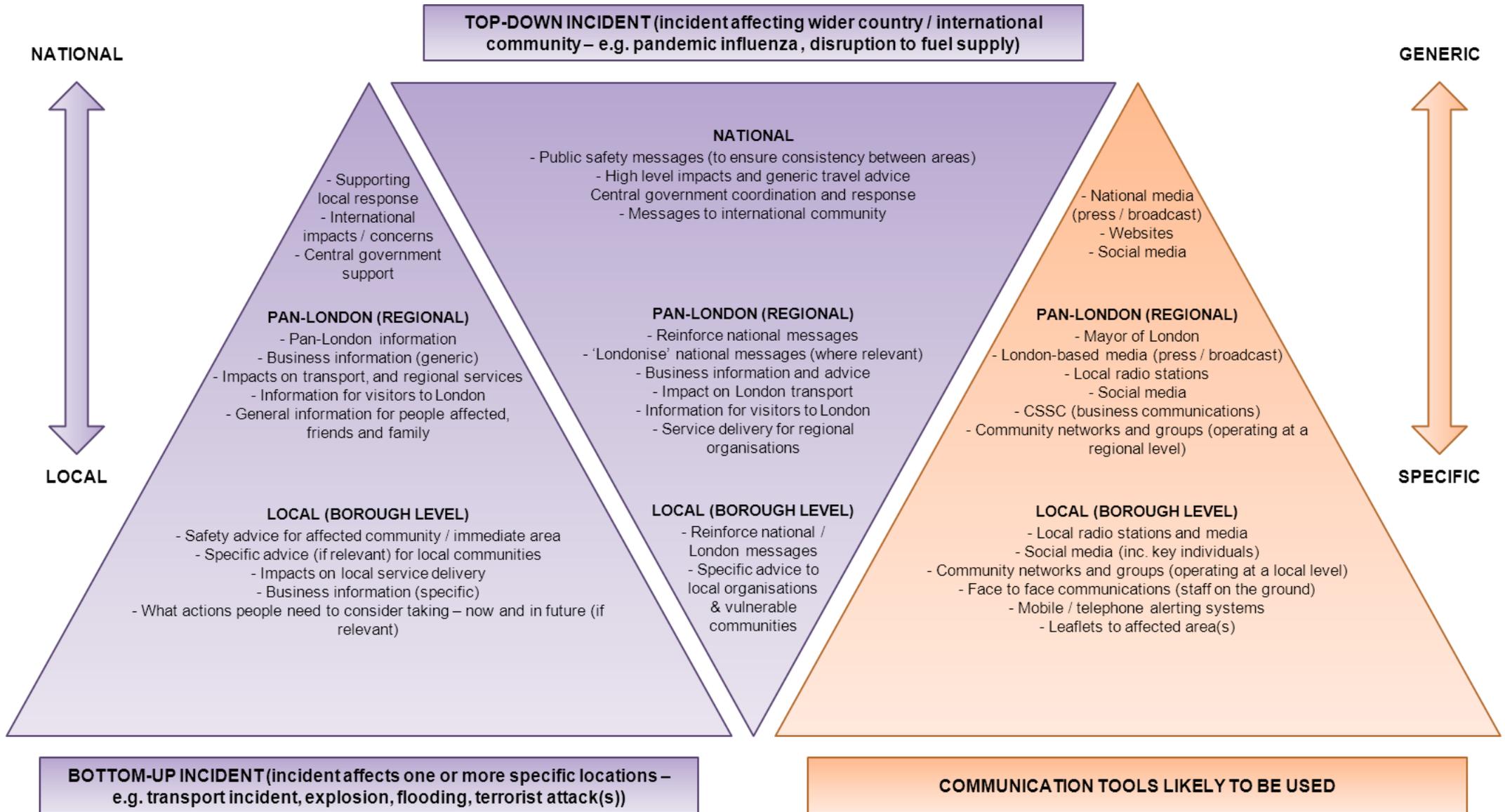
Figure 2 provides the type of information that should be provided to the public by Croydon Council, in collaboration with other emergency responders, throughout the lifecycle of an incident. **Figure 3** illustrates the hierarchies of communication of ‘top-down’ and ‘bottom-up’ approaches, along with some of the communication tools (as outlined on **page 22**) and messaging content likely to be used to communicate at these different levels.

Figure 2 - Information that should be received by the public during an incident



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Figure 3 - Hierarchies of Communication (with likely content and tools for public messaging)



6.1 Spokesperson

The following individuals could be contacted to be the incident spokesperson. The Chief Executive and the Leader should agree who will be the spokesperson.

- (Deputy) Leader of the Council
- Appropriate Cabinet Member
- Chief Executive
- Assistant Chief Executive
- Director of the relevant service area (e.g. Director of Public Health in a health incident)

If it is a rising tide incident you don't always need to go to 'the top' as you may need to escalate if needed later on.

6.2 Media Handling

- Press calls during office hours will be handled by the media relations team (see **Annex I: Contact Details of Key Roles**)
- Out of hours calls from the media will be handled by the duty press officer
 - Any calls and action taken should be reported within the media relations team at the earliest opportunity so that follow-up steps can be taken as necessary.
- All enquiries and agreed statements / responses will be logged on Vuelio which can be accessed remotely by any of the media team.
- For major incidents, where necessary, a media centre will be set up.

6.2.1 Statements

Once a major incident has been declared all emergency services and response partners involved will be under pressure to provide an immediate statement. This is also true of significant incidents; however these may have less time pressure to produce a statement.

- The police will be responsible for giving an overview of the situation and their operational response.
- Other emergency services and response partners would be expected to give details about their own operational response, within an hour of the incident occurring.

6.2.2 Press Liaison on Scene

If the council is involved in dealing with the incident and sends a press officer to the media RVP (if designated) at the scene, they should seek out their counterparts and establish regular liaison to ensure common situational awareness and coordination communications to the public.

- Alternatively, press officers can liaise by telephone to be informed of any media statements, which have a direct bearing on their organisation.
- A Local Authority Liaison Officer (LALO) is the lead council officer on scene and will coordinate all the other council services that are involved with the on-scene response. The council press officer should make themselves known to the LALO.

6.2.3 Press Briefings

Although the police press officer on scene or at the multi-agency media centre will lead the joint emergency services briefings, it is important that the council know as much of the relevant following information as possible before the briefing to be able to appropriately answer questions from the press. Some points that should be clarified for the first media briefing include:

- Time of incident;

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- Specific details of any vehicles, trains or aircraft involved (e.g. 08.30 express from Manchester to Euston);
- Broad description of what is believed to have occurred (without apportioning blame);
- General description of scene;
- Whether or not there are casualties. Do not speculate on number of fatalities;
- Whether anyone is trapped;
- Hospital(s) dealing;
- Casualty Bureau telephone number;
- Reassurance that the emergency services are coping;
- Public information e.g. evacuations, road closures, advice about travel etc.;
- Time of next briefing.

6.2.4 Release of Casualty & Fatality Figures

It is appreciated that there will be a constant media appetite for figures on the number of fatalities.

- When in a position to do so the London Ambulance Service (LAS) will be the responsible agency for giving details of the number of casualties treated and conveyed to hospital. The LAS press office may confirm the general nature and types of injuries and the hospitals to which people have been taken to, unless police specifically request them not to do so.
- It will be the responsibility of the police to release the number and details of any fatalities.
 - There should be no speculation on fatality figures and the police should only confirm the number of dead after they have a true and accurate picture.

Key Principles for Producing Statements

- Hurry, and use all possible mediums for the holding statement
 - Time is of the essence – be quick and try to make the initial response within the first hour. Use all the available communication channels including the council website and intranet, Everbridge, and social media. It'll help spread the message to a wider audience and faster.
- Reassurance
 - Provide some expression of concern/sympathy for what has happened. State that the council is/will be investigating the incident and doing all they can to reduce the chances of another incident and to make any amends.
- Answer the '5Ws' about the incident accurately
 - Carefully check all the facts, and double check them before releasing statement in media.
 - Answer: What happened? Where did it happen? When did it happen? Who was involved? Why did it happen?
- Content of statement
 - Make public safety the number one priority and mention the same in the statement. The statement must be concise and written in clear simple language. Don't use jargon. Explain technical points in simple language.
- Organise your approachability
 - Provide a time line for when the council will address the media again and how the media can contact the council for more information. Tell if and when the spokesperson/s of the council (e.g. Chief Executive) will be available to address questions and concerns.
- All emergency services and response partners should ensure that they share statements with each other at the earliest opportunity to ensure they are not contradictory and do not impinge upon or undermine the actions of the other services.
- State when you hope to have the next update, and still publish something at that time, even if there is no update.

If there is very limited information, the following example holding statement could be used to ensure the council is seen to have acknowledged the incident:

"Our hearts and minds are with those caught up in the incident. The situation is evolving, we have implemented our emergency plans, and we will provide you with another update in 30 minutes."

6.3 Communication Tools

Utilising a broad range of communication tools will increase the number of people that can be reached, particularly when rapid communication is required.

However, even when using multiple channels of communication, organisations are unlikely to be able to reach everyone directly. Encouraging the use of 'word of mouth' communication, by asking individuals to pass information on to their friends, family and neighbours, may help to fill this gap, particularly when considering groups of people who may not access standard communication channels. The use of specific mechanisms to communicate with these groups of people should be considered at an early stage. **Annex K** outlines some of the tools available to Croydon Council to communicate with different audiences.

7 Stand-Down Procedures

The Resilience Team / DRO will stand down the council's response. Following this, incident logs should be sent to emergencyplanning@croydon.gov.uk along with any recommendations or lessons learnt by individuals.

An internal hot and cold post-incident debrief will take place; coordinated by the Resilience Team this will assess the council's response to the incident, identify any recommendations or lessons learnt and to assign these lessons for action against individuals/teams.

A multi-agency debrief may also take place to analyse the multi-agency response to the incident. This may be attended by the Resilience Team or the chief executive, along with other council representatives as requested.

8 Recovery

As per the Corporate Emergency Response Plan (*under review*), a recovery cell is likely to be established in the event of a major incident with the aim of rebuilding, restoring and rehabilitating the community following an emergency.

The communications group which supported the emergency could continue to support recovery with the purpose of:

- Continue and expand upon the work of public consultation and media teams set-up during the response phase
- Ensure that the public and media are fully informed and consulted
- Ensure that all information is in an understandable language and format
- Oversee the communications output of all other sub-groups
- Address local, sub-national and national communication issues
- Allow communities to make informed decisions.

Recovery Communications Group role:

- To ensure effective communication and consultation with affected communities
- To formulate an overall Communications Strategy
- To ensure all information presented to the affected communities is in an understandable language
- To ensure the involvement of stakeholders
- To ensure consistency of message
- To react to negative media stories and misinformation
- To have a representative on the other sub-groups if possible
- To ensure that all staff, elected members and those involved are kept Informed.

9 Plan Maintenance Procedures

9.1 Validation

This plan should be tested via exercise or other appropriate testing event with relevant stakeholders. The following evidence is required to prove this validation:

- Post exercise report including actions, recommendations, and record of attendees.
- Incident reports (after a real plan activation).

9.2 Training / Exercise

- Once validated, training requirements (i.e. content, skills, frequency, etc.) should be identified and an appropriate training package designed.
- Training and exercises should be scheduled and conducted on a regular basis for all staff necessary to activate this plan.
- This plan can be exercised alongside other council and multi-agency plans.

10 Annex A: Business Continuity Incident Communications

Business Continuity (BC) is defined as the capability of the organisation to continue delivery of products or services at acceptable predefined levels following a disruptive incident.

Within Croydon Council, every service has their own Business Continuity (BC) Plan, overarched by a **Corporate Business Continuity Plan** which would be activated alongside the pandemic influenza arrangements. Through completion of Business Impact Assessments (BIAs) for every service, the scale and impact a disruption of their activities could cause has been established. Every service has subsequently been rated a priority 1, 2 or 3 service, which determines the order of recovery for each of the critical activities (priority 1 services needing to be restored the fastest, within 24 hours). All service BC plans and BIAs are stored on a SharePoint Collaboration site, accessible to plan owners, Heads of Services, Directors, and Executive Directors.

The strategic aim is to recover the critical / essential business operations within set timescales to maintain minimum acceptable service level to our clients and to get back to business as usual as quickly as possible. It addresses the high level strategic decision making, and is designed to be utilised in conjunction with the individual Business Continuity Plans for critical business areas. It is also recognised that following a major disruption, the council may return or recover to a new look business as usual.

The following responsibilities are suggestion of specific actions to be taken in a business continuity incident. These are in addition to those already mentioned in this plan, and are not exclusive.

Resilience Team Business Continuity incident communications responsibilities:

- Information gathering on incident issue and impact
- Developing draft messages to council staff
- Advise on most appropriate communication methods
- Liaise and co-locate with:
 - Communication and Engagement Team
 - Council ICT Team
 - Capita
 - Corporate Emergency Management Team (if activated)

Communication and Engagement Team Business Continuity incident communications responsibilities:

- Finalising messages to be sent on a regular basis
- Liaise and co-locate with the Resilience Team
 - Advise on most appropriate communication methods (using the methods in **section 6.3**)

11 Annex B: Severe Weather Communications

Severe weather can include, but is not limited to, flooding, heatwave, drought and cold weather. Weather and its consequences are, by their nature, dynamic and sometimes unpredictable. Responders should be prepared to adopt a flexible response depending on the prevailing circumstances and possible predicted impacts. This annex provides specific guidance and arrangements for the communications response to a severe weather event. This annex should be used in conjunction with the following:

- Croydon Council's Severe Weather Plan
- Corporate emergency response plan
- Corporate business continuity plan
- Croydon multi-agency flood plan
- Highways' winter plan
- Customer service's winter weather plans
- London adverse weather Framework¹

Severe Weather Advisory Systems

The Resilience Team have access to all the below advisory systems.

Event	Advisory System	Owner
Rain	National Severe Weather Warning Service (NSWWS)	Met Office
Severe Gales		
Snow		
Ice		
Fog		
Heat	Heat Health Watch <ul style="list-style-type: none"> • Operates 1 June – 15 September, every year 	Met Office (in association with Public Health England)
Cold	Cold Weather Alert Service <ul style="list-style-type: none"> • Operates 1 November – 31 March every year 	Met Office (in association with Public Health England)
Flood	Flood Guidance Statement (FGS) <ul style="list-style-type: none"> • All types of natural flood risk 	Flood Forecasting Centre
Flood	Met Office Hazard Manager	Met Office
Flood	Floodline Warnings Direct (FWD) <ul style="list-style-type: none"> • Tidal and fluvial flooding only 	Environment Agency
All	Met Office Advisor (London)	Met Office

Pre-Event (Office hours) Communications

- The Resilience Team will circulate severe weather warnings and alerts as required.
 - These are emailed to all Croydon Council Members; key council officers (contact group available from the Resilience Team); members of the Croydon Resilience Forum (contact group available from the Resilience Team).

¹
https://www.london.gov.uk/sites/default/files/gla_migrate_files_destination/AdverseWeatherFramework%201.0%20web.pdf

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- The Resilience Team will send Priority 1 services focused messaging on key actions to prepare for the anticipated severe weather event. Priority 1 services will be requested to contact the resilience team with any exceptional issues they anticipate.

During the Event (24/7) Communications

- During the severe weather event, Priority 1 services will receive emails from the Resilience Team requesting situation reports (SitReps) by exception if their service is, or likely to be, affected.
 - SitReps will be regularly requested (timing to be decided after dynamic assessment of the event) until stood down.
 - If the severe weather event is likely to go beyond 24 hours, Priority 2 and 3 services may also receive similar messaging and requests for SitReps.
- The Resilience Team will circulate severe weather warnings and alerts as required.
 - These are emailed to all Croydon Council Members; key council officers (Weather Warning contact group available from the Resilience Team); members of the Croydon Resilience Forum (contact group available from the Resilience Team).
- The Winter Highways Duty Officer will send out additional updates on the borough's road network and gritting operations, with information extracted from the 'open road forecaster', as required.
 - These are emailed to Croydon Council Members and key council officers (contact group available from the Service Manager (Network Maintenance Technical Support))
 - Gritting arrangements for the highway will include: footpaths and roads gritted in the last 24hrs and planned for next 12/24hrs; current services and whether they are suspended from a highway; any exceptional refuse and street cleaning information.
 - The Duty Officer may send this to the Resilience Team for inclusion in their updates.
- The on call Ecomms officer is available 24/7 and will take responsibility for updating all content on the external council website as required.

Post-Event (Office hours) Communications

- The Resilience Team may request an impact report from Priority 1, and if necessary 2 and 3, services.

Suggested Daily Actions

The below schedule is an example of what daily actions need to be completed, by when, and by whom. Each incident is different and requires flexibility and scalability, so will dynamically dictate its own schedule.

Time	Action	Who
08.00 to 09.30	Discuss actions, key messages and cover for the day ahead. <ul style="list-style-type: none"> Subject to weather conditions, this is likely to happen remotely via telephone or email. 	Communications management team
9.30	The team receives SitRep from the resilience team, including weather update. <p>The team agree further messages and actions:</p> <ul style="list-style-type: none"> Appropriate updates will be posted on the website Appropriate staff updates Press will be briefed (release or statement) & Q&As updated SitRep is forwarded to councillors with summary of planned communications actions. Assistant Chief Executive (Customer & Transformation), Head of Communications, and resilience team are briefed via email. Website is updated with preliminary messages and info pushed out through Twitter. <ul style="list-style-type: none"> A schedule of tweets for the day ahead, and who to tweet, to be agreed 	Ecomms Internal comms Head of communications Head of communications Communications & Engagement Manager Ecomms
12 noon	Mid-day team briefing and further actions agreed	Communications management team
16.00	Final team brief. Further communication will be cascaded only if there are significant changes. <p>Final report received from the resilience team on the service levels and any identified issues for the forthcoming 12+ hours (overnight). Team will act on any urgent information and prepare communications as necessary</p> <p>** Any out of hours changes will be picked up by the press officer on call **</p>	Communications management team

Key Severe Weather Messages

These messages should be pushed out using all available communication tools to reach as many groups as possible as detailed on **page 22**. Although uniformity and consistency of message is important, communications need to be specific to events on the day; thus these messages will need to be adapted appropriately before being issued.

Event	Key Internal Messages	Key External Messages
Heat	Go to https://www.gov.uk/government/publications/heatwave-plan-for-england for up to date public health core messages and advice. Highlight need for looking out for vulnerable people, drinking water, keeping cool etc	
Cold / Snow	<p>Go to https://www.gov.uk/government/publications/cold-weather-plan-cwp-for-england for up to date public health core messages and advice</p> <p>Before: All staff should ensure that their team takes every step available to prepare for the possibility of disruption to business. The following steps may prove useful.</p> <ul style="list-style-type: none"> • Ask your manager about your service business continuity plan and get familiar with it. • Ensure all managers have your up-to-date contact details and mobile numbers for staff information cascades. • Ensure that you know the procedure of who to contact and when if you cannot make it in to work. • Find out your options for working from home, plan ahead and take work and/or laptops home with you as we get closer to the predicted inclement weather (this will be at the manager’s discretion). • Think about how the severe weather affected your service in the past and put a plan of action into place to avoid the same issues again. • Keep an eye on the weather forecasts, general information is available on the Met Office public website (six to 15-day forecast): http://www.metoffice.gov.uk/ • Follow the advice of authorities such as the Highways Agency, etc. Stay safe and keep warm. 	<p>Before:</p> <ul style="list-style-type: none"> • The council is prepared for severe weather and is ready to react at short notice. • A team is in place to coordinate a gritting program. • Are you prepared for the cold weather and snow? – link to snow page • Sign up at www.croydon.gov.uk/subscribe to receive information about council services if snow falls • Follow us on twitter @yourcroydon and keep an eye on our website for regular updates • ‘About your area’ on the website provides information on gritting routes in the borough. <p>We will also push out some positive messages about being prepared via our channels and the website will be updated (www.croydon.gov.uk/snow) with information and FAQ’s for example:</p> <ul style="list-style-type: none"> • How much grit/salt we have – we are prepared • How we track the weather – joined up with other services • What salt/grit actually does – how it works • How the public can prepare themselves for the snow – linking to the MetOffice website • Make sure you have any medication you need • Tips for driving in the snow – linking to Highways Agency website • Keeping healthy and warm – link to Public Health England • Keep an eye out for water leaks – link to the reporting information on website (www.croydon.gov.uk/environment/flood-water-report) • Which roads will be gritted and when (www.croydon.gov.uk/gritting) • Why we don’t grit all roads

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Event	Key Internal Messages	Key External Messages
	<p>Should the predicted weather become an issue; information updates should be available externally via the following web link www.croydon.gov.uk/staff or www.croydon.gov.uk if staff page cannot be updated.</p> <p>For more information and advice, contact the resilience team on 020 8760 5678 (x65678)</p>	<ul style="list-style-type: none"> • Why does snow cause disruption • Signposting to other agencies such as: http://www.metoffice.gov.uk/learning/get-ready-for-winter
	<p>During:</p> <ul style="list-style-type: none"> • Information updates will be published on www.croydon.gov.uk look here for updates • Thanks to those staff who have braved weather to maintain front line services. • Can you volunteer to cover any other services? • www.croydon.gov.uk/staff is also available for specific staff updates <p>Other key messages to staff in the event of snow will be decided by internal communications according to business needs on the day.</p> <p>Information will include:</p> <ul style="list-style-type: none"> • Advice to all staff • Clarity on HR policies (missing a day off work due to snow disruption). • The council's extreme weather policy and staff redeployment in an emergency protocol. • Information to members on what advice is being given to staff. 	<p>During:</p> <ul style="list-style-type: none"> • The council is working with partners round the clock to make sure that disruption to council services is kept to a minimum. • We are gritting as many roads and pavements as we can. You can see which roads are and are not gritted on website www.croydon.gov.uk/gritting • We apologise for any disruption to services. To find out which council services have been affected please visit our website www.croydon.gov.uk/snow • What you can do to clear the pavements and roads of snow. • Look after your neighbour – see if there is anything you can do to help elderly or vulnerable people who may find it difficult to get out in periods of adverse weather. • Follow us on twitter @yourcroydon for updates • For schools – check OpenCheck (https://opencheck.atomwide.com/default.aspx) or your child's school website <p>In addition to the key messages above, the following information will be pushed out about council services in the event of snowfall:</p> <p>Streets and highways:</p> <ul style="list-style-type: none"> • Information on deployment of gritters and snow ploughs; primary and secondary routes; whether street cleaning services will be diverted to provide extra gritting of pavements and paths; maps of gritting routes and locations of salt bins; updates on any road closures and links to TfL so residents can monitor the TfL managed roads. This will come initially via the 'Winter service daily notification' sent from the highways team and also via the SitReps from the resilience team. . <p>Schools:</p> <ul style="list-style-type: none"> • Parents will be advised not to set out to take children to school until they have confirmed that the school is open by checking the LGfL's website

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Event	Key Internal Messages	Key External Messages
		<p>(http://map.lgfl.org.uk/opencheck) or checking with the school or nursery (phone, website or some have text services in place).</p> <p>Help for elderly and vulnerable:</p> <ul style="list-style-type: none"> Information on essential services. Efforts will be made to keep essential services operating for the elderly and disabled. Promote the free registration for Priority Service Registers (gas, electricity and water). <p>Refuse and recycling:</p> <ul style="list-style-type: none"> Information on whether collections will be suspended and when they will be resumed. For snow many staff normally employed on collections will be redeployed to gritting roads and clearing snow <p>Services from Bernard Weatherill House:</p> <ul style="list-style-type: none"> Closure information about Access Croydon. Information about the full range of council services can be accessed through the council website. <p>Other services:</p> <ul style="list-style-type: none"> Information on disruption to other council services such as libraries, leisure centres, registrars, cemeteries and crematoriums, park closures, CALAT, children’s centres , turnaround centre, etc. Data available via the resilience team from business continuity SitReps.
<p>Flood / Rain</p>	<p>Go to https://www.gov.uk/government/publications/the-national-flood-emergency-framework-for-england and www.gov.uk/prepare-for-a-flood and https://www.gov.uk/government/publications/flooding-planning-managing-and-recovering-from-a-flood for up to date key flood warning and advice messages</p>	
	<p>Before: As above</p>	<p>Before:</p> <ul style="list-style-type: none"> The council is monitoring the rainfall / balancing ponds, has completed extensive preparation work and is prepared to react if there is a problem Follow us on twitter @yourcroydon and keep an eye on our website for regular updates and helpful information We are working with partners (dependent on the situation this could be Tandridge District Council, Surrey County Council, Thames Water, Sutton & East Surrey Water, London Fire Brigade, Public Health England, Met Police) to prepare <p>During:</p> <ul style="list-style-type: none"> We apologise for any disruption to services. To find out which council services have been affected please visit our website. Follow us on twitter @yourcroydon and keep an eye on our website for regular updates and helpful information We are working with our partners (as above) to resolve the flooding What you can do/what will happen to prepare for a flood/if there is a flood

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Event	Key Internal Messages	Key External Messages
		<ul style="list-style-type: none"> • What you can and can't do to help alleviate the water levels. • Look after your neighbour – see if there is anything you can do to help elderly or vulnerable people who may find it difficult to get out in periods of adverse weather • If residents are flooded, or at a high risk of being flooded, the resilience team will assist the police with evacuation and open a rest centre if necessary. • The contact centre will be involved to coordinate messaging to people evacuated via text messages. <p>In addition to the key messages above, the following information will be pushed out about council services in the event of flooding:</p> <p>Streets and highways:</p> <ul style="list-style-type: none"> • Information on which roads are closed, diversions in place, parking restrictions, alternative parking. <p>Schools:</p> <ul style="list-style-type: none"> • It will only be specific schools impacted and parents will be advised to contact them directly. <p>Help for elderly and vulnerable:</p> <ul style="list-style-type: none"> • Information on essential services. Efforts will be made to keep essential services operating for the elderly and disabled. Promote the free registration for Priority Service Registers (gas, electricity and water). <p>Refuse and recycling:</p> <ul style="list-style-type: none"> • Information on whether collections will be suspended and when they will be resumed. <p>Services from Bernard Weatherill House:</p> <ul style="list-style-type: none"> • Closure information about Access Croydon. Information about the full range of council services can be accessed through the council website. <p>Other services:</p> <ul style="list-style-type: none"> • Information on disruption to other council services such as libraries, leisure centres, registrars, cemeteries and crematoriums, park closures, CALAT, children's centres, turnaround centre, etc. Data available via the resilience team from business continuity SitReps.

12 Annex C: Health Incident Communications

For all health incidents / outbreaks Public Health England (PHE) will lead on communications to public, health professionals and the media and will be responsible for liaison with relevant communications staff in partner organisations such as local government and the NHS. Communication to health and local authority staff will be agreed within the incident team and then cascaded as appropriate by each organisation utilising the London Resilience Gold Communications Group to deliver a consistent London message.

The main health risk to the UK is an influenza pandemic which is rated as a high risk on the national risk register. A health incident will most likely be a rising tide incident and so there will be a lead time where coordination, communication and reporting arrangements can be agreed and established – these will most likely be nationally-led arrangements. Responders should be prepared to adopt a flexible response depending on the prevailing circumstances and possible predicted impacts.

The following groups and documents can accessed for further information:

- Croydon Health Protection Forum
- Croydon Resilience Forum Multi-Agency Pandemic Influenza Plan
 - Includes details for a multi-agency 'Croydon Pandemic Influenza Communications Working Group', which will be chaired by Croydon Council Head of Communications and Public Engagement and the Croydon Council Communications Team will provide the secretariat.
- Croydon Council Pandemic Influenza Plan
- London Pandemic Influenza Framework (Feb 2014)²

Given the uncertainty about the scale, severity and pattern of development of any future pandemic, three key principles underpin health pandemic preparedness and response activity:

1. **Precautionary:** the response to any new virus should take into account the risk that it could be severe in nature. Plans must therefore be in place for an influenza pandemic with the potential to cause severe symptoms in individuals and widespread disruption to society.
2. **Proportionality:** the response to a pandemic should be no more and no less than that necessary in relation to the known risks. Plans therefore need to be in place not only for high impact pandemics, but also for milder scenarios, with the ability to adapt them as new evidence emerges.
3. **Flexibility:** there will need to be local flexibility and agility in the timing of transition from one phase of response to another to take account of local patterns of spread of infection, within a consistent UK-wide approach to the response to a new pandemic.

Internal Coordination

SharePoint – a 'Health Resilience' collaboration site has been created within SharePoint to centrally store all documents relating to a health incident. This has previously been successfully used during the Ebola outbreak to maintain a common understanding and situational awareness between different teams. Permissions may need to be altered at the time to allow specific individuals access to view or edit the site.

² https://www.london.gov.uk/sites/default/files/gla_migrate_files_destination/LRF_PanFlu_Framework_6.0.pdf

13 Annex D: Radiation Incident – supporting REPIR

Local authorities have a responsibility under national Radiation Emergency Preparedness & Public Information Regulations (REPIR), as well as the London REPIR Framework, to support the response to a radiation incident. Specifically, in regard to communicating with the public.

It is likely that a significant radiation incident would trigger the London regional threshold – activating the regional Command & Control Structure including the convening of a London Strategic (Gold) Coordinating Group. Direction will be received via well-established structures such as via the London Local Authority Coordination Centre (LLACC) and the Croydon Borough Emergency Control Centre (BECC).

The following outlines the responsibilities of local authorities as per the London REPIR Framework³. The following regional responsibilities will be supported by Croydon Council within existing operating procedures and coordinated via the BECC.

- London Local Authority Gold, to consult with London Councils Press Office with regards to the activation of the London Resilience Gold Communication Group through the London Communications Alert Protocol, based upon the “fastest finger first” principle.
- Activate press / media emergency engagement arrangements and use lines of public and media communications to distribute information.
- Assist with sharing holding statements with local communities.
- Ensure council website and social media are updated with current advice and information for the public affected.
- Provide information, advice and support to those affected by the incident utilising humanitarian assistance arrangements as required.
- Support the Police in establishing a media centre.

Type of information to be supplied as per the regulations

The Guidance to the regulations make it clear that the amount of detail which can be provided will depend upon circumstances and that where speed of action is paramount, the incident information may initially have to be kept to the bare minimum.

However, the following information **must** be provided under the REPIR Regulations:

1. Information on the incident, including:
 - a. The type of emergency which has occurred.
 - b. The characteristics of the incident for example its origin, extent and probable development.
2. Advice on health protection measures, which depending on the type of emergency, might include:
 - a. Any restriction on the consumption of certain food stuffs and water supply likely to be contaminated.
 - b. Any basic rules on hygiene and decontamination.
 - c. Any recommendation to stay indoors.
 - d. The distribution and use of protective substances.

³ London REPIR Framework 2015 v5.1 (sourced via the Resilience Team)

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- e. Any evacuation arrangements.
 - f. Special warnings for certain population groups.
3. Any announcements recommending co-operation with instructions or requests by the competent authorities.
 4. Where an occurrence which is likely to give rise to a release of radioactivity or ionising radiation has happened but no release has yet taken place, the information and advice should include the following:
 - a. An Invitation to tune in to radio or television.
 - b. Preparatory advice on establishments with particular collective responsibilities.
 - c. Recommendations to occupational groups particularly affected.
 5. If time permits, information setting out the basic facts about radioactivity and its effects on people and on the environment.

Further information

- General Radiation Information: <http://www.hse.gov.uk/radiation/>
- Radiation Emergency Preparedness & Public Information Regulations (REPPiR) 2001: <http://www.hse.gov.uk/radiation/ionising/reppir.htm>
- London Resilience REPPiR Framework v5.1, 2015 (via Resilience Direct / Resilience Team)
- London Resilience: <https://www.london.gov.uk/about-us/organisations-we-work/london-prepared/planning-emergencies-capital>

14 Annex E: 'Move to Critical' Threat Level: recommended key messages

This information has been redacted.

Annex F: Council staff Sudden Onset Action Cards

- On call Press Officer / (Deputy) Head of Communication and Engagement
- Communication and Engagement Team
- Contact Centre (Process for calls regarding severe weather)

On Call Press Officer (<i>initially, out of hours</i>) / Head (or Deputy) of Communication and Engagement Team (<i>in hours, or more than a Significant Incident</i>)	
#	Action
1	Log information received from, and any actions requested by, the Duty Resilience Officer (DRO). <ul style="list-style-type: none"> • Note which DRO called.
2	Follow up on actions requested by the DRO.
3	Liaise with Head of Service or Media Officer, and DRO to agree any holding statements containing the following information: <ul style="list-style-type: none"> • What happened? Where did it happen? When did it happen? Who was involved? Why did it happen?
4	Publish holding statement within the first hour to Twitter, Facebook, staff intranet (not out of hours), council website
5	Retweet/share other local emergency services social media messages related to the incident

Communication and Engagement Team (<i>in hours and out of hours, if required</i>)	
#	Action
1	Log information received from, and any actions requested by, the on call press officer. <ul style="list-style-type: none"> • Note which on call press officer called.
2	Follow up on actions requested by the on call press officer.
3	Update council website, council intranet, Twitter and Facebook with agreed information
4	Retweet / share other organisation's tweets as appropriate to share information e.g. London Fire Brigade, Metropolitan Police, London Ambulance Service

Contact Centre (Process for calls regarding severe weather) (<i>in hours and out of hours, if required</i>)	
Request	Action / Response
Gritting Request	<ul style="list-style-type: none"> • If customers are asking whether their road has/will be gritted where possible please direct them to the About Your Area (http://maps.croydon.gov.uk/aya/pages/aya/aya.html) section on the website to self-serve, or use the following link to give the info yourself: http://www.croydon.gov.uk/transportstreets/rhps/roads/road-gritting/ <ul style="list-style-type: none"> ○ Keep these links open and please do not deviate from the information on the page • If customer is insisting that we take information about their gritting request please take the road name, footpath or grit box location and enter this into the notes field on CRM. This data will be collected through CRM and sent to the relevant department i.e. Highways and waste management (footpaths) twice a day at 10am and 1pm.

Contact Centre (Process for calls regarding severe weather) <i>(in hours and out of hours, if required)</i>	
Request	Action / Response
	<p>However, the current criteria that need to be considered before highway salt bins will be considered are:-</p> <ul style="list-style-type: none"> • A salt bin should not be sited within 100 metres of another or on a footway which is on a priority gritting route. • Salt bins will only be provided on roads with a gradient greater than 1 in 25. • Salt bins should not obstruct the passage of pedestrians in the line with the Disability Discrimination Act. • Only written requests from elected members, residents associations or neighbourhood partnerships will be considered. • A salt bin should not be sited on a footway outside an individual's house without their specific agreement. • Salt bins will not be provided in private areas. • Please do not promise customer a call back or give them false hope as all primary and emergency routes will take priority.
To fill salt / grit bins	<p>Public Pavements</p> <ul style="list-style-type: none"> • Please send an email to HighwaysMaintenance@croydon.gov.uk • Please use "Refill Grit Bin located at " in the subject line • Please include the exact address of the grit bin <p>Schools</p> <ul style="list-style-type: none"> • Schools are now responsible for filling their own grit bins - please direct any concerns to the individual school. • If you are calling to check if your child's school is open today, please visit our website www.croydon.gov.uk or with the school directly via their website or by phone for up to date information on your school's status. • It is the schools responsibility to open or close in the snowy weather and they should update this website to confirm. http://map.lgfl.org.uk/opencheck/ <p>Housing</p> <ul style="list-style-type: none"> • All gritting and the filling of grit bins is the responsibility of the housing caretakers. Please transfer call to housing.
Dangerous or fallen trees	<ul style="list-style-type: none"> • We take reports of dangerous or fallen trees and through CRM send an email to the Forestry Technical Officer.

15 Annex G: Social Media (Twitter) Monitoring

Relevant messages will be tweeted by @YourCroydon. Through this account messages from the following verified accounts will be retweeted.

<p>TfL travel alerts - @TfLTravelAlerts TfL traffic news - @TfLTraffic News TfL trams - @TramsLondon TfL bus alerts - @TfLBusAlerts TfL overground - @LDNOverground</p>	<p>Network Rail - @networkrail National Rail - @nationalrailenq Southern Rail - @SouthernRailUK First Capital Connect - @FirstCC</p>
<p>London Fire Brigade - @LondonFire Met Office - @metoffice Environment agency - @EnvAgency Public health England - @PHE_uk London Prepared (Resilience) - @LDN_prepared</p>	<p>Metropolitan Police - @metpoliceuk Safer Transport Met Police - @MPSSTC Police on the street - @MPSONTheStreet Police helicopters - @MPSinthesky Croydon Police - @MPSCroydon</p>
<p>Lambeth Council - @lambeth_council Sutton Council - @lbsuttonnews, @suttoncouncil, @suttononline Merton Council - @Merton_Council Lewisham Council - @LewishamCouncil Bromley Council - @LBofBromley Southwark Council - @lb_southwark Westminster Council - @CityWestminster Tandridge district council - @TandridgeDN Surrey county council - @SurreyCouncil</p>	<p>Croydon Advertiser - @CroydonAd Croydon Guardian - @CroydonGuardian South London Press - @SthLondonPress Evening Standard - @standardnews Metro - @MetroUK BBC breaking news - @BBCBreaking BBC London - @BBCLondonNews</p>
<p>All about Croydon - @AllaboutCroydon Croydon Radio - @CroydonRadio Visit Croydon - @VisitCroydon Croydon BID - @CroydonBID Centrale - @CentraleCroydon Whitgift Centre - @whitgiftcroydon</p>	

16 Annex H: Considerations for Establishing a Media Centre

Location options:

- At or near the incident scene
- Close to the strategic co-ordinating group / overall incident commander
- Would need the owner's permission if it's not a council-owned venue
- Instantly available site in borough

Venue needs:

- A room big enough to host a press conference
 - Capacity 50 people, seated cinema style
 - One long table at one end with a few chairs
- Toilets
- Parking for 50 vehicles, including large broadcast vans
 - This could be on streets or nearby car parks
- Tea and coffee-making facilities
- Desks and chairs x 3
- Accessible & contained roof / outdoor space for broadcast
- Separate lockable (swipe card-entry, ideally) rooms for media team to use
- Power with multiple charging points

IT needs:

- Fast Wi-Fi with capacity for up to 50 people
- TV to watch rolling news channel (e.g. BBC)

Personnel needs:

- IT Support officer with remote access in case of technical difficulties
- Press officers to manage the media representatives
- Access to a purchase card for the buying of consumables etc.

17 Annex I: Contact Details of Key Roles

This information has been redacted.

18 Annex J: Contact Details for Partner Agency Communication Leads

This information has been redacted.

19 Annex K: Communication Tools and Contact Details

This information has been redacted.