

# Corporate Resilience

## Croydon Council

### Corporate Emergency Response Plan (CERP)

V3.0. March 2021

*This document is designed to be printed in A5 "Booklet" form*

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**Corporate Emergency Response Plan**

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## Section A: Introduction

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## A.1 - Document information

Document Information				
Author(s)	Resilience Manager Resilience Officer Corporate Resilience Team			
Current version approved by	<i>Katherine Kerswell</i>	DATE	01 March 2021	
Next review date	2023, or sooner if activated.	Resilience Standards Reference	Standard 5	
Distribution list	<ul style="list-style-type: none"> <li>Executive Leadership Team</li> <li>Corporate Leadership Team</li> <li>All those identified in this plan and emergency response staff (via <a href="#">MS Teams repository</a>)</li> <li>Public (redacted version via <a href="#">Croydon.gov.uk</a>)</li> </ul>			
Superseded documents	<ul style="list-style-type: none"> <li>Corporate Emergency Management Team Quick Guide</li> <li>Corporate Emergency Response Plan v1.0 2018</li> <li>Corporate Emergency Response Plan v2.0 February 2020</li> </ul>			
Key related documents	<ul style="list-style-type: none"> <li>See <a href="#">Appendix 2</a></li> </ul>			
Responsible Officer/s	Resilience Manager	Contact details	<b>This information has been redacted.</b>	
	Katherine Kerswell, Chief Executive		<b>This information has been redacted.</b>	
Acknowledgements				
Document revision record				
Version	Description of amendment	Reason for change	Author	Date
0.1	CEMT Quick Guide Draft	First draft	Resilience Manager	June 2017
0.2	Extension to include wider incident management principles/ procedures	User friendly; include more information in a single document; evolution to generic emergency management plan/ guide.	Resilience Manager	Feb 2018
0.3	Revision following consultation feedback & personnel changes		Resilience Manager	May 2018
1.0	Final version	Following C.Exec approval	Resilience Manager	May 2018
1.1.	All	Full document review	Resilience Officer	Feb 2020
1.2.	All	Reviewed following consultation	Resilience Officer	Feb 2020
2.0	N/A	Signed off by Corporate Resilience Board	Resilience Officer	Feb 2020
2.1	All	Full document review incl. lessons from COVID-19 pandemic	Resilience Officer	Dec 2020
2.2	All	Reviewed following consultation with CRT	Resilience Officer	Jan 2021
2.3	All	Reviewed following wider consultation with stakeholders	Resilience Officer	Feb 2021
3.0	N/A	Signed off by Corporate Resilience Board and ELT	Resilience Officer	Mar 2021
Lessons incorporated into plan				
Lesson identified			Learnt during... (incl. date)	
Available from the resilience team			Croydon tram incident, Nov 2016	
Available from the resilience team			Terrorist attacks 2017	
Available from the resilience team			Grenfell Tower fire 2017	

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Available from the resilience team	Whitestone Way Gas Leak 2018		
Available from the resilience team	Exercise Safer City 2019		
Available from the resilience team	COVID-19 Pandemic 2020		
<b>Record of Exercises, Testing or Activations</b>			
Exercise / Training / Activations	Type	What was tested/ exercised?	Validation method
Whitestone Way Gas Leak March 2018	Gas leak	CEMT	Live activation
Ex. Safer City March 18	London Move to Critical	CEMT meeting alongside Move to Critical Plan	Tabletop / live activation
Ex. Safer City 19	Water contamination	BECC, CGG and CSG.	Live exercise
Ex. Safer City 20	Severe weather	BECC, CGG and CSG.	Live exercise
COVID-19, 2020	Health pandemic	BECC, CGG, CSG and Croydon Pandemic Response Plan.	Live activation

## A.2 - Glossary

BECC	Borough Emergency Control Centre
BTP	British Transport Police
CBRNe	A term used to describe Chemical, Biological, Radiological, Nuclear and Explosive materials; with reference to malicious attacks
CCA	Civil Contingencies Act (2004)
CG	Council Gold
CGG	Council Gold Group
COP	Common Operating Picture (Council)
CRT	Corporate Resilience Team
CS	Council Silver
CSG	Council Silver Group
CONOPs	Concept of Operations
DRA	Duty Resilience Advisor
DPO	Duty Press Officer
DSO/E	Dangerous Structures Officer/ Engineer
EC	Emergency Centre
EDT	Emergency Duty Team
Emergency	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
FCP	Forward Control Point / Forward Command Post (formally JESCC) <i>Any service's command and control facility nearest the scene of the incident, responsible for immediate direction, deployment and security</i>
FFRC	Family and Friends Reception Centre
HAC/ CAC	Humanitarian Assistance Centre / Community Assistance Centre
HALO	Humanitarian Assistance Lead Officer
HASG	Humanitarian Assistance Steering Group

## Corporate Emergency Response Plan

JESIP	Joint Emergency Services Interoperability Programme
LALO	Local Authority Liaison Officer
LAS	London Ambulance Service
LESPL	London Emergency Services Liaison Panel
LRG	London Resilience Group <i>The body that coordinates the London Resilience Partnership and London Local Authority emergency planning teams</i>
LFB	London Fire Brigade
LLACC	London Local Authority Coordination Centre
LLAG	London Local Authority Gold
MHCLG RED	Ministry of Housing, Communities & Local Government Emergency Division
MPS	Metropolitan Police Service
RA	Resilience Advisor
RC	Rest Centre
RCG	Recovery Coordinating Group
RvP	Rendezvous Point <i>Point to which all resources arriving at the outer cordon are directed for logging, briefing, equipment issue and deployment</i>
SCG	Strategic Coordinating Group
SLO	Service Link Officer
SME	Subject Matter Experts
SPOC	Single Point of Contact
SuRC	Survivor Reception Centre <i>Assistance centre in which survivors not requiring acute hospital treatment can be taken for short-term shelter and first aid</i>
STAC	Scientific and Technical Advice Cell
TCG	Tactical Coordinating Group

# Corporate Emergency Response Plan

## A.3 - Background

As a Category One responder under the Civil Contingencies Act, the local authority has a responsibility to plan for, and respond to, major incidents. This includes the coordination of information sharing (internally and with partners) as well as response and recovery activities. Croydon Council's responsibility not only lies with on-borough incidents, but those within London and the UK that may have an impact on our staff and community.

The Corporate Resilience Team (CRT) work closely within the London Resilience network in support of the London Local Authority Gold (LLAG) arrangements for emergency planning and response within London.

The Croydon Council Concept of Operations (CONOPs) outlines the response framework and is the foundation for this plan. The internal coordinating structure, including roles and responsibilities are outlined in this document are to be used as guidance in the Council's response to an incident.

If required in the response to an incident, the Chief Executive (or their deputy), known as Council Gold, will be the representative for the Council in multi-agency Strategic Coordinating Group (SCG) meetings. Likewise, in an incident where the Council is the lead agency (e.g. flooding), the same may occur.

In a serious incident in Croydon or beyond, activation of internal arrangements may be required. **This document is designed to guide Croydon Council officers through the expected response during such incidents and outline key roles, responsibilities and actions.**

It should also be noted that this plan is reflective of the current structure and organisational staffing as at January 2021, and it is known that there will be changes following the restructure later in the year. The relevant parts of this plan will be reviewed following the restructure.

## A.4 - Triggers

A major incident has been declared within Croydon, London, or the UK, warranting local coordination; and includes one, or all, of the following:

- Croydon participation to a response to a major incident (*OR* an incident requiring strategic coordination of the response);
- Request from the Croydon MPS Borough Commander (i.e. in response to a violent attack in Croydon);
- London Local Authority Gold (LLAG) activation;
- London Local Authority Coordination Centre request for local information gathering & sharing where strategic coordination is required;
- Full activation of the Borough Emergency Control Centre (BECC);
- National (terrorism) threat level is raised to CRITICAL – *an attack is imminent*.

## A.5 - Types of Incident

Rapid Onset / 'Big Bang'	Croydon Examples
<ul style="list-style-type: none"> <li>• Events occur with little or no prior warning</li> <li>• The effects are usually felt immediately</li> <li>• <i>Transportation accidents; utility failure; industrial accidents; acts of terrorism etc.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">London Riots (2011)</a></li> <li>• <a href="#">Croydon Tram Derailment (2016)</a></li> <li>• <a href="#">Whitestone Way Gas Leak (2018)</a></li> <li>• <a href="#">Shurgard Fire (2019)</a></li> </ul>
Rising Tide	
<ul style="list-style-type: none"> <li>• Events have a lead in time of days, weeks or even months</li> <li>• The onset can be gradual and the final impact may not always be apparent early on</li> <li>• <i>Health pandemics; flooding; foot and mouth disease; industrial action etc.</i></li> </ul>	<ul style="list-style-type: none"> <li>• Purley Flooding (2007)</li> <li>• <a href="#">Kenley Flooding (2014)</a></li> <li>• <a href="#">COVID-19 Pandemic (2020)</a></li> </ul>

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## A.6 - Levels of Incident

Manifestation			
Rising tide	Rapid onset	<b>Significant Incident</b>	An incident that requires special activities by Council services, coordinated by the Duty Resilience Advisor (DRA)
		<b>Major Incident</b>	Declared by the emergency services (or the local authority for flooding), this is an incident that requires the implementation of special arrangements by one or more of the emergency services and will generally include the involvement, either directly or indirectly, of large numbers of people
		<b>Pan-London Incident</b>	When a large incident, or a number of incidents, directly or indirectly impact a large part of the city so require a joint-borough response.
		<b>National Incident</b>	When the scale or complexity of an incident(s) is such that some degree of central government support or coordination becomes necessary. As a last resort, the government may use emergency powers to make temporary legislation in order to prevent, control or mitigate an aspect or effect of an emergency.
		<b>Business Continuity Incident</b>	A disruption to single or multiple Council services that affects the Council's ability to operate normally. Any of the above incident types can concurrently be a business continuity incident.
Manifestation			Business Continuity Incident

The Croydon Council Concept of Operations (CONOPs) outlines the following additional classifications to help determine and describe different incidents.

- i. **Local** – where an incident impacts a single local authority and it is able to respond without external support. The LLACC and LLAG are unlikely to be aware until after the conclusion of the incident, if at all.
- ii. **Local plus locally arranged support** – this is an incident where low-levels of mutual aid can be easily arranged locally, without the need for LLACC support and coordination. This may include resources such as emergency centre kit, technical expertise (e.g. a dangerous structure engineer) or additional trained emergency centre staff to supplement local resources. The LLACC is aware even if not responding. LLAG is made aware of the incident by the LLACC and may communicate with the Chief Executives of the affected borough(s).
- iii. **Pan-London** – an incident of such severity, complexity or significance that the coordination arrangements for a collective LLA response are required, even if the incident itself is contained within the boundary of a single local authority. The LLACC and LLAG are actively involved in the incident response, attending the SCG and other multi-agency partnership coordination meetings as required. LLAG maintains dialogue with the Chief Executives of the affected borough(s).

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## A.7 - Role of the Local Authority

The role of a local authority in an emergency/ major incident includes:

- Supporting the emergency services and other organisations involved in the response;
- Providing support and care for the local and wider community; and
- Working with the local community to ensure recovery and restoration of normality as soon as possible.

Services the local authority will provide include the provision of:

- Assistance in the evacuation of the affected population;
- Engineering services and structural advice;
- Rest Centres and emergency feeding;
- Information to those affected by the incident;
- Temporary accommodation;
- Humanitarian Assistance activities such as welfare and psychosocial support;
- Counselling to survivors and council employees; and
- Short, medium, and long term recovery activities such as memorials, commemorations, regeneration.

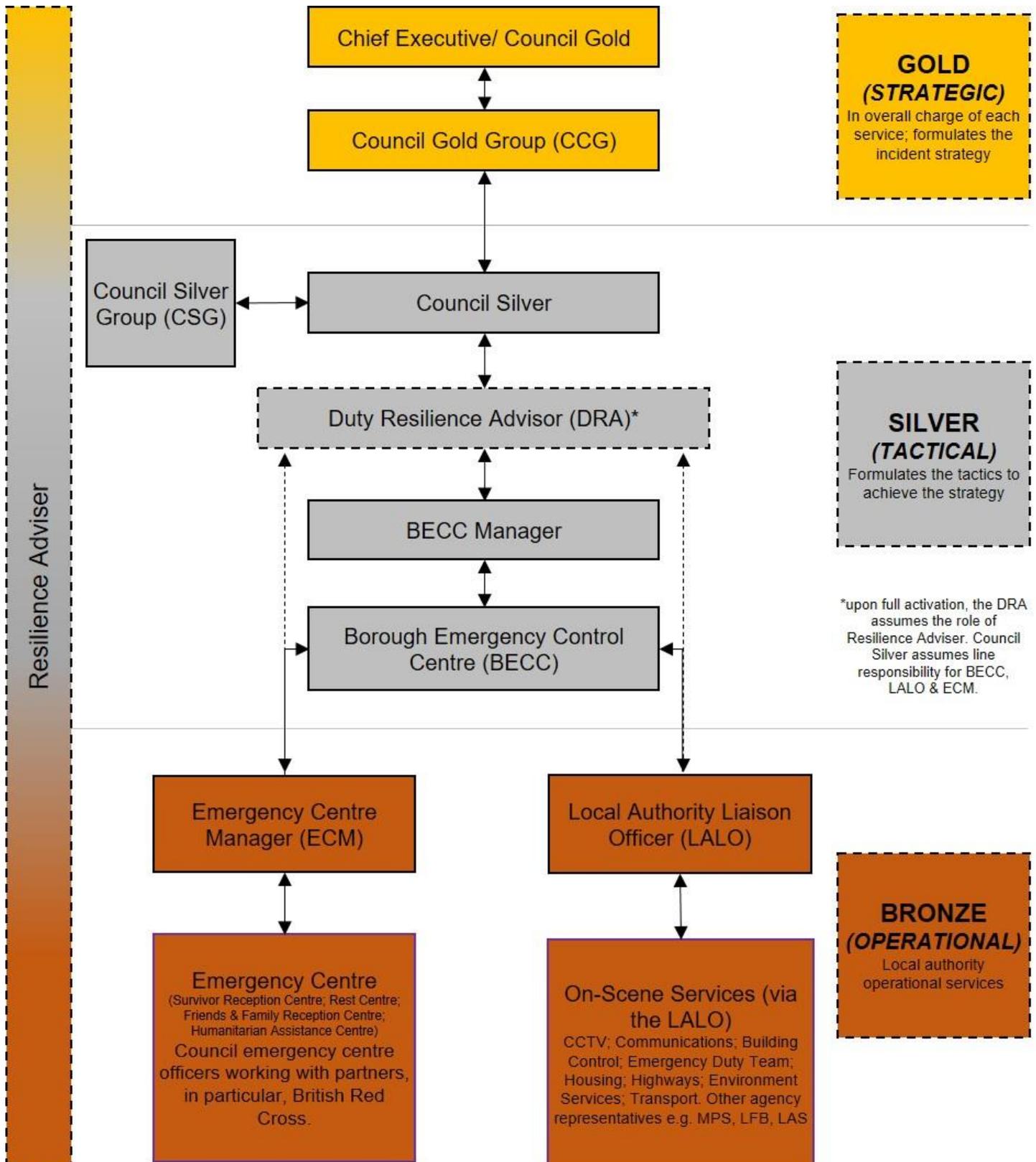
## A.8 - Coordination Assumptions

- All activity is centrally coordinated by the Resilience Team.
- Service areas (i.e. communications, highways, community safety) will take responsibility for the coordination of the activities within their services areas (via designated Service Link Officers), as per the activities outlined in this document, decisions made within CGG/CSG or at the request of the Council Silver/ Resilience Advisor.
- Completed activities should be reported to the Resilience Team (BECC, if activated) to inform the council Common Operating Picture (COP).
- The Executive Leadership Team, including the Chief Executive, will form the core of the CGG.
- The Corporate Leadership Team (CLT), if not directly required, will undertake a supervisory role, allowing for Service Link Officers to undertake tactical and operational tasks in support of the emergency response.
- Council Silver will be included in all activations (regardless whether the Chief Executive is responding). The Council Silver will maintain situational awareness and act in support of operations at the request of the Chief Executive, or in their absence.

## **Section B: Command and Control**

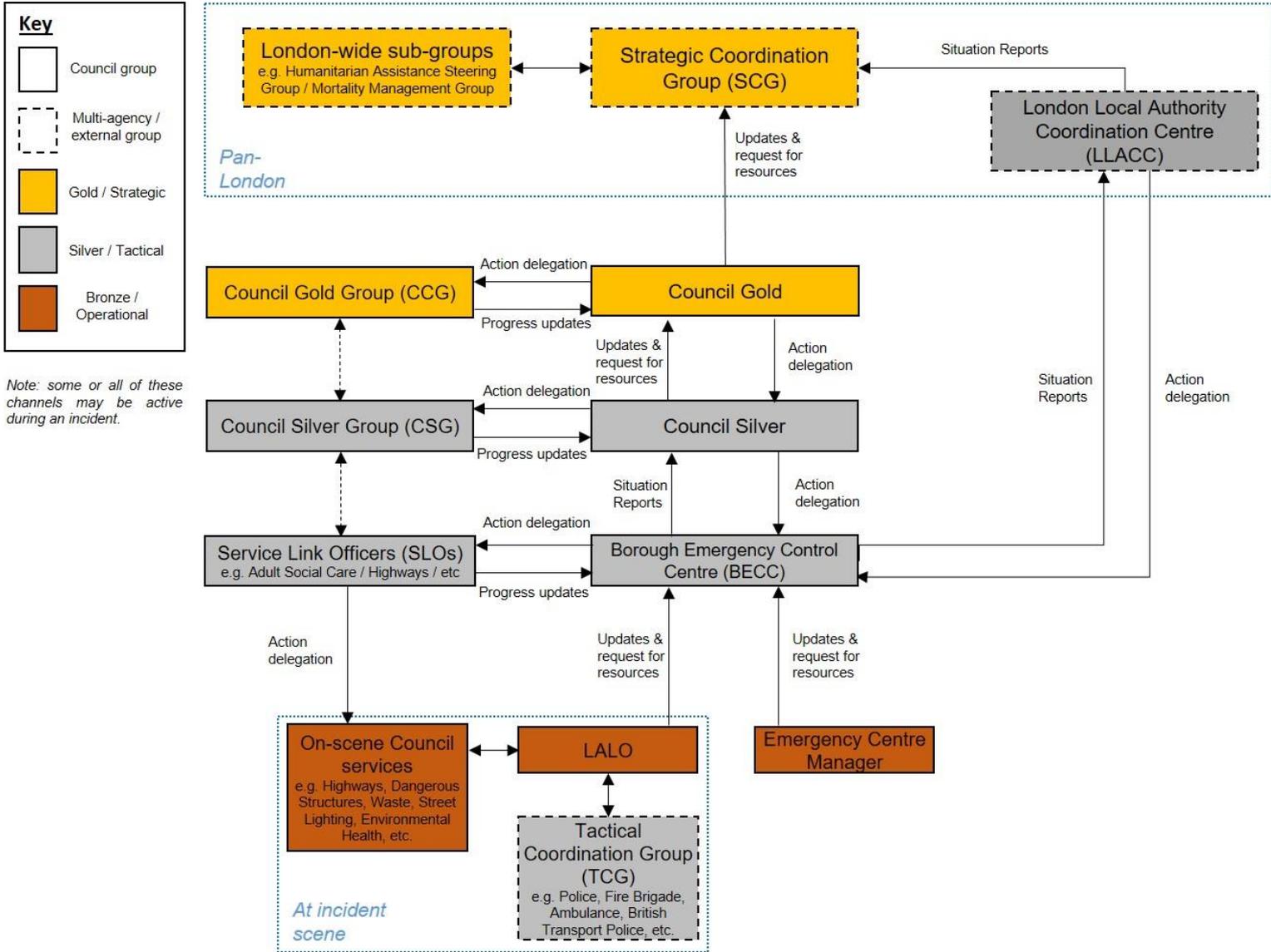
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## B.1 - Emergency Management Structure



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**B.2 - Information channels and flow during an emergency**



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### B.3 - Summary of key roles in an emergency

ROLE	DESCRIPTION	AVAILABILITY	PERFORMED/ STAFFED BY
<b>Council Gold</b>	<p>Council Gold is the strategic commander and has overall responsibility for the local authority's response. This will primarily be performed by the Chief Executive.</p> <p>Council Gold will attend the multi-agency strategic coordination group (SCG) on behalf of the local authority for an incident in Croydon. For incidents outside of Croydon, the Local Authority Gold Chief (LLAG) Exec/ Chief Exec of the affected borough will participate.</p> <p>The SCG is likely to be Chaired by the MPS. If other working groups are operational (e.g. HASG) then the Chair of those groups should also participate in SCGs.</p>	Always – as soon as possible	Chief Executive; Deputy: a nominated Executive Director
<b>Duty Resilience Advisor (DRA)/ Resilience Advisor</b>	<p>The DRA is the point of contact to respond and facilitate a council response to an emergency/ major incident. The DRA will arrange the deployment of a LALO to an incident scene, assist in the establishment of a Rest Centre, activation of the BECC and coordinate the elements of the wider response.</p> <p>The DRA is also responsible for activating, briefing and liaising with Council Silver to determine the wider needs and notification of Council Gold and the activation of the Council Gold Group.</p> <p><a href="#">Duty Resilience Advisor Checklist 2020</a></p>	Always	Resilience Team

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<p><b>Council Silver</b></p>	<p>Council Silver is the tactical lead of the Council's response. They determine the best way to achieve the strategic priorities set by Council Gold and the CGG. Council Silver Chairs the Council Silver Group and is the conduit between the BECC Manager and Council Gold (Group).</p> <p><i>See also Council Silver Group (CSG)</i></p> <p><a href="#">Council Silver Handbook 2019</a></p>	<p>Always</p>	<p>Corporate Leadership Team; Executive Leadership Team</p> <p>(All directors; rota system)</p>
<p><b>Duty Press Officer (DPO)</b></p>	<p>The Duty Press Officer is the first representative of the communications teams during an emergency. They will act as a liaison point for the DRA and ensure communications messages from the Council are coordinated. The role includes the consideration and coordination of media (including social media) statements and website updates. A duty web officer is available, however, the DPO should be contacted in the first instance.</p> <p><a href="#">Communicating in Incident Plan 2018</a></p>	<p>Always</p>	<p>Communications &amp; Engagement Team</p> <p>(Rota system)</p>
<p><b>Local Authority Liaison Officer (LALO)</b></p>	<p>The LALO is the local authority representative at the Forward Control Point (FCP)<sup>1</sup> of an incident and is the authority's operational (Bronze) representative at on-scene multi-agency meetings.</p> <p>They are the key link between the incident scene and the DRA/ BECC. It may be necessary to deploy more than one LALO and it is advisable to deploy an additional officer to provide scribing and administrative support.</p> <p><a href="#">LALO Procedures 2018</a></p>	<p>Always – within 60 mins from request</p>	<p>Emergency response volunteers</p> <p>(Rota system)</p>
<p><b>Emergency Centre Manager (ECM)</b></p>	<p>An Emergency Centre Manager (trained council staff member) is responsible for the set-up and running of a Rest Centre and will provide those displaced from their homes due to an incident temporary accommodation, essential care and amenities. They will also support the police in the operation of a Survivor Reception Centre or Friends &amp; Family Reception Centre.</p> <p>They report to the DRA/ BECC.</p>	<p>Always</p>	<p>Emergency response volunteers</p> <p>(Rota system)</p>

<sup>1</sup> Previously referred to as the Joint Emergency Services Coordination Centre (JESCC)

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<p><b>Rest Centre/ Emergency Centre</b></p>	<p>A Rest Centre is a building designated by the local authority (or police) 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.</p> <p>Support from the British Red Cross (BRC) may also be sought to assist the running of the Rest Centre.</p> <p>Other types of assistance centres (Survivor Reception Centre; Friends &amp; Family Reception Centre) may be established by the police, and supported by the council's emergency response volunteers. More information about these centres is in <a href="#">Appendix 1</a>.</p> <p>The Council may also choose to open a Community/ Humanitarian Assistance Centre following an incident, this multi-agency hub will be operated by the local authority.</p> <p><a href="#">Rest Centre Plan 2019</a></p>	<p>Within 3 hours of request</p>	<p>Emergency response volunteers (Call off list)</p>
<p><b>Dangerous Structures Officer (DSO)</b></p>	<p>The DSO is responsible for dealing with structures which are deemed to pose an immediate danger to the public. Their role is to deal with the immediate danger if the owner is not available to do so or is unknown at the time of the incident. Often a DSO is requested by the fire service following a fire or other damage (i.e. storm). They will provide updates to the LALO if on scene or the DRA/ BECC.</p>	<p>Always – as soon as possible</p>	<p>Building control team (rota system)</p>
<p><b>Borough Emergency Control Centre (BECC)</b></p>	<p>The aim of the BECC is to facilitate the corporate response to any major or serious incident, allowing structured and integrated support to be provided to the emergency services, other council's and the community, across all the borough resources.</p> <p>The BECC may be set up and run to provide either an incident monitoring or an incident coordination function in response to an emergency. 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 DRA / CRT.</p> <p>During an incident, all key information should be coordinated via the BECC to ensure full situational awareness and information/ document management.</p>	<p>Within 2 hours of request</p>	<p>Emergency response volunteers (Call off list)</p>

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	<p>The BECC Manager has an important relationship with Council Silver to ensure they are kept abreast of the incident, provide information for Council Gold, the CSG and CGG.</p> <p><a href="#">BECC Management Procedures 2020</a></p>		
<b>Council Gold Group (CGG)</b>	<p>The CGG are be responsible for the strategic co-ordination and monitoring of Council resources. It is Chaired by Council Gold.</p> <p>See Section B4, and Appendices 5 &amp; 6 for further guidance.</p>	<p>Upon activation of this plan/ as required by the Chief Executive/ Council Gold</p>	<p>Executive Leadership Team; Council Silver; Resilience Advisor; Duty/ Head of Comms.</p>
<b>Council Silver Group (CSG)</b>	<p>The CSG are responsible for the tactical identification and deployment of Council resources. It is Chaired by Council Silver.</p> <p>See Section B5, and Appendices 7 &amp; 8 for further guidance.</p>		<p>Council Silver; Resilience Advisor; Communications; Service Link Officer(s).</p>
<b>Loggist</b> (for Council Gold & Council Silver)	<p>Someone trained in the practice of logging, who operates in a role dedicated to logging. All directors should have pre-nominated someone to undertake the loggist role should they be activated. A specific training session is available via the resilience team.</p>	<p>In line with incident need/ as required by Council Gold / Council Silver</p>	<p>Determined by each Director undertaking Council Silver/ Gold role.</p>
<b>Minute Taker</b> (for Council Silver Group and Council Gold Group meetings)	<p>The minute taker is responsible for taking minutes in the Council Silver Group and Council Gold Group meetings, maintaining the action and decision log that comes out of them, and ensuring that they are shared with the BECC. A specific training session is available via the resilience team.</p>	<p>In line with incident need/ as required by Council Gold / Council Silver</p>	<p>Secretariat to be provided by Democratic Services &amp; Scrutiny Team.</p>
<b>Humanitarian Assistance Lead Officer (HALO)</b>	<p>The HALO will be appointed by Council Gold, and will typically be a director with responsibility for social care. The HALO will bring together partners including health, the police, and voluntary and faith sectors to oversee the humanitarian assistance effort. They form, and Chair, the Humanitarian Assistance Steering Group (HASG).</p> <p><a href="#">London Humanitarian Assistance Framework 2021</a></p>	<p>In line with incident need/ as required by Council Gold or the Strategic Coordinating Group (SCG).</p>	<p>Executive Director of Health, Wellbeing and Adults or Executive Director of Children, Families and Education (or their deputy).</p>
<b>Humanitarian Assistance Steering Group (HASG)</b>	<p>The purpose of the HASG is to determine the direction of the humanitarian assistance response, and to ensure coordination of the activities of the responders involved. The HASG keeps an overview of the needs of people affected, and takes action ensure there is appropriate support. Officers attending the HASG should be senior officers able to make resourcing decisions on behalf of their organisation.</p>		<p>Chaired by the HALO.</p> <p>Multi-agency membership based on need of incident, i.e. welfare, public health,</p>

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	Depending on the scale of the incident, the HASG could be convened at a borough level, sub-regional level, or a pan-London level.		safeguarding, communities, housing
<b>Recovery Coordinating Group (RCG)</b>	<p>The RCG is the strategic decision making body for the recovery phase, able to hold the broad overview and represent each agency's interests and statutory responsibilities. The group is a multi-agency group, Chaired by a local authority Executive Director.</p> <p><a href="#">London Recovery Management Protocol 2016</a></p>	In line with incident need/ as required by the Chief Executive. BEFORE formal handover from the Police.	Executive Director as assigned by Council Gold.
<b>Emergency Duty Team (EDT)</b>	<p>The Emergency Duty Team (EDT) consists of social workers, one of whom will be on duty from 5pm to 9am weekdays and 24 hours weekends/ bank holidays. They provide a prompt and effective response to members of the public and professionals who approach the local authority outside of office hours. They aim to work collaboratively with other agencies and departments within the council to ensure a coordinated approach to the provision of services outside of office hours. This includes acting on behalf of the Homeless Persons Unit in arranging placements for families and vulnerable individuals who become homeless.</p> <p>EDT and the DRA will liaise with each other if the incident has resulted in a small number of evacuees.</p> <p><a href="#">Relationship between CRT and EDT - inc. for use in an incident</a></p>	Always	Social work team (rota system). Contact via CCTV.

**Note:** some emergency response volunteers are trained in more than one role – i.e. LALO and Emergency Centre. There is an on-going recruitment, training and exercising programme.

# Corporate Emergency Response Plan

## B.4 - Gold (Strategic) Level

### B.4.1 - Council Gold

Council Gold is the strategic commander and has overall responsibility for the local authority's response. This will primarily be performed by the Chief Executive, however in their absence they will nominate an Executive Director as their deputy. They are responsible for Chairing the Council Gold Group and supporting Council Silver in their delivery of the tactical plan.

They are also responsible for representing the local authority at the multi-agency Strategic Coordinating Group (SCG).

The Council Gold Group (CGG) will be convened on the decision of the Chief Executive/ Council Gold following the declaration of a major incident, or incident of significance which warrants the convening of the group. It will be a strategic level group.

### B.4.2 - Council Gold Group (CGG)

#### B.4.2.1 Responsibilities of the CGG

The CGG, alongside Council Silver and Resilience Advisor, will be **responsible for the overall management, co-ordination, control, and monitoring** of the emergency situation and disaster recovery actions. A suggested CGG meeting agenda is in [Appendix 5](#) and template Terms of Reference in [Appendix 6](#).

A CGG meeting is likely to focus closely on:

- The impact of the incident on the local community;
- Continuity of local public services;
- The resourcing needs of the local authority and other local partners; and
- Local stakeholder management.

The CGG should:

- Provide **strategic** direction and resource coordination of the council response, during and post-incident;
- Develop a strategy document outlining the Council's intentions, which aligns to the multi-agency (SCG) strategy;
- Direct measures to prevent loss or damage to life, property and resources and making the incident site secure and safe;
- Evaluate the extent of the damage and the potential consequences;
- Enable Council Silver to undertake the tactical responsibilities of the incident;
- Authorise recovery procedures in order to provide an operational service to staff and clients;
- Consider and authorise requests for mutual aid.
- Liaise with the Leader, members and external VIPs (specifically Council Gold);
- Monitor overall expenditure agreed via Council Silver
- Provide strategic direction for the borough and organisation of the return to normality once the emergency period has passed.

#### B.4.2.2 Ongoing actions

- Advise Council Silver on any changes to the multi-agency or council strategy;
- Maintain oversight of communications messages;
- Briefing of the Leader and Members;
- Consider strategic financial, resourcing and business continuity implications;

## Corporate Emergency Response Plan

- Resolve any issues that have been escalated from other levels of incident response (e.g. the CSG / BECC)
- Receive regular COPs from Council Silver and/or Corporate Resilience Team / BECC.

### B.4.2.3 Location

CGG officers will be located in **their office**, or **at home**. If it is a serious incident, then a CGG may need to be convened and will be based at **Bernard Weatherill House**. If the incident is out of hours or BWH is not suitable, a meeting will be held virtually using Microsoft Teams. **Strand House** can also be used as a fallback location, and the CGG/ will be notified of the location and time of meeting.

A large amount of the coordination activities can be carried out and confirmed to the BECC (if opened) or DRA/ Resilience Advisor via e-mail (to inform the Common Operating Picture).

### B.4.2.4 Secretariat & Minute Taking

The BECC will be responsible for the secretariat for Council Gold Group, including scheduling meetings, providing dial in details (if appropriate) and coordinating papers. See **Section E.5 – Document Management** for further information on the use of Microsoft Teams.

The Minute Taker function will be provided by the Democratic Services and Scrutiny Team, who will be responsible for recording minutes, actions and decisions.

## B.5 - Silver (Tactical Level)

### B.5.1 - Council Silver

Council Silver is activated in incidents that require enhanced coordination and acts as the tactical manager of the local authority response. This officer determines the best way to achieve the strategic priorities as determined by Council Gold. A suggested CSG meeting agenda is in [Appendix 7](#), and a template Terms of Reference in [Appendix 8](#).

Main responsibilities include:

- Assess the incident and monitor whether the Local Authority's response is proportionate and appropriate;
- Inform and liaise regularly with Council Gold;
- Develop the Tactical Plan for responding to the emergency in line with the strategic intent provided by Council Gold;
- Activate and chair a Council Silver Group (CSG) where necessary;
- Attend and brief Council Gold (Group) (CGG);
- Support the Borough Emergency Control Centre (BECC) Manager in the operation of the BECC;
- Enable the coordination of resources on the ground
- Authorisation and control of expenditure arising out of response and recovery operations.

A full Council Silver Handbook can be found [here](#) and a tactical plan template can be found [here](#).

### B.5.2 - Council Silver Group (CSG)

The Council Silver Group (CSG) will be convened on the decision of the Council Silver and Council Gold following the declaration of a major incident, or incident of significance which warrants the convening of a group. It will be a tactical level group comprising directors/ heads of service/ team managers (known as Service Link Officers) of the council teams already or likely to be involved in the emergency response. A suggested membership list of the CSG is in [Appendix 3](#).

# Corporate Emergency Response Plan

## B.5.2.1 Responsibilities of the CSG

The CSG should be supportive in: ensuring that service areas required as part of the emergency response undertake desired tasks as requested by the Borough Emergency Control Centre (BECC) / Council Silver; timely updates are provided on tasks allocated to them; and that Service Link Officers (SLOs) identified for each responding services have made contact with the designated BECC Officer responsible for their service area.

The group focusses on reviewing the tactical plan, management of resources, monitoring outstanding actions, escalating issues and agreeing priorities.

## B.5.2.2 Location

CSG officers will be located in **their office**, or **at home**. If it is a serious incident, then a CSG may need to be convened and will be based at **Bernard Weatherill House**. If the incident is out of hours or BWH is not suitable, a meeting will be held virtually using Microsoft Teams. **Strand House** can also be used as a fallback location, and the CGG/ will be notified of the location and time of meeting.

A large amount of the coordination activities can be carried out and confirmed to the BECC (if opened) or DRA/ Resilience Advisor via e-mail (to inform the Common Operating Picture).

## B.5.2.3 Secreteriat

The BECC/ DRA will be responsible for the secreteriat for Council Silver Group, including scheduling meetings, providing dial in details (if appropriate) and coordinating papers. See **Section E.5 – Document Management** for further information on the use of Microsoft Teams.

The Minute Taker function will be provided by the Democratic Services and Scrutiny Team, who will be responsible for recording minutes, actions and decisions.

## B.5.3 - Borough Emergency Control Centre (BECC)

The Borough Emergency Control Centre (BECC) is the coordination hub of the local authority emergency response. All key incident information should go through the BECC to be able to be input into the Incident Log.

The BECC will be opened upon the decision of Council Silver and the Resilience Advisor. Note: the functions of the BECC may be undertaken in smaller incidents by the Duty Resilience Officer (DRA) and resilience team.

### B.5.3.1 Roles and responsibilities of the BECC

The primary objectives of the BECC are to:

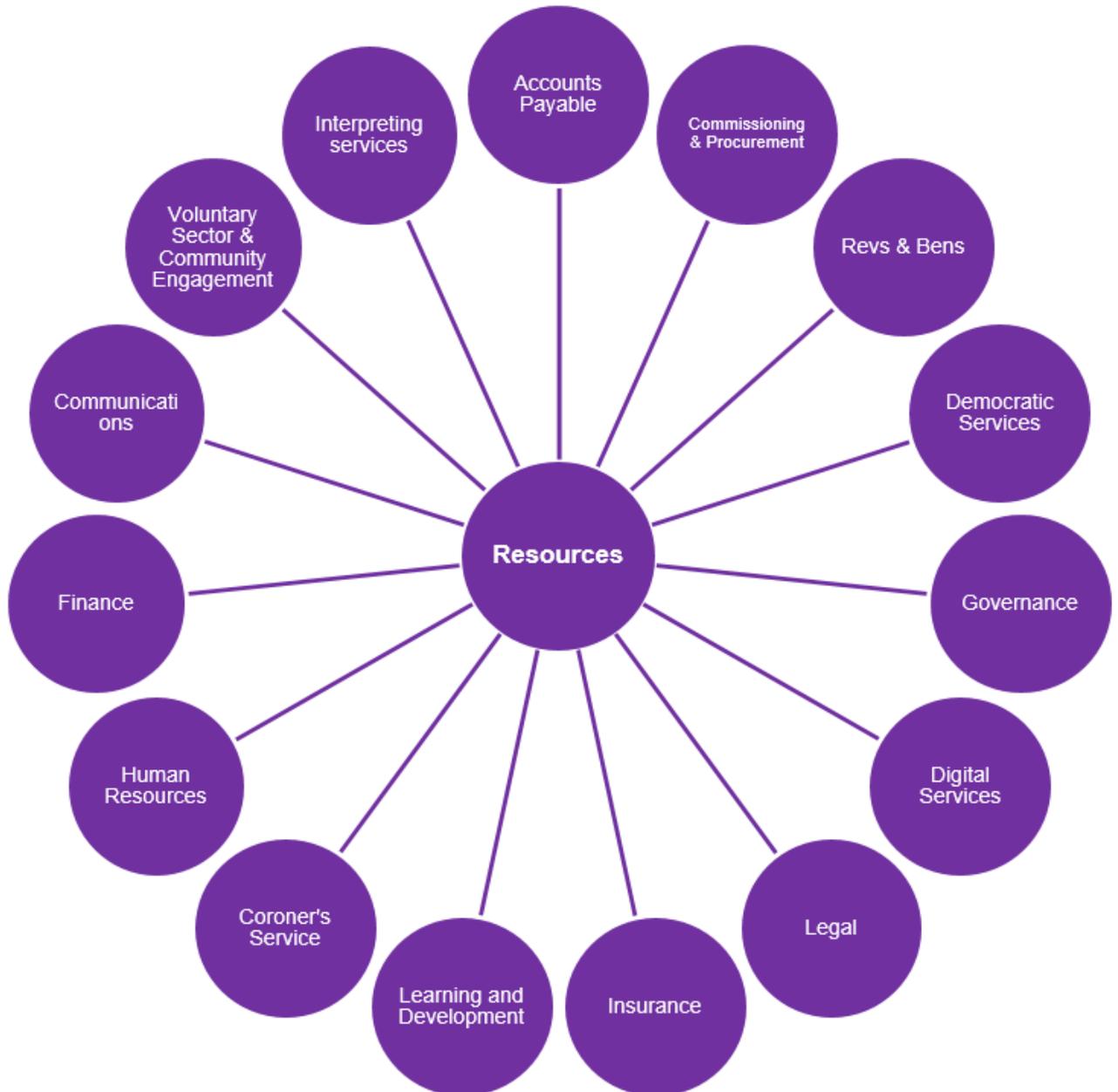
- Coordinate local authority operational services;
- Maintain situational awareness to support decision makers and inform communications and media handling;
- Maintain an operational record of the local authority's response to the incident (Incident Log);
- Produce Common Operating Pictures / situation reports (internal and external); and
- Provide a single point of contact for partnership liaison (once open);
- Meet requests of London Local Authority Gold (LLAG) via the London Local Authority Coordination Centre (LLACC) (if open).

### B.5.3.2 Location

**This information has been redacted.**

## B.6 - Council Service Areas of Emergency Response Support

### B.6.1 - Resources Department



### B.6.2 - Place Department



B.6.3 - Children, Families and Education (CFE) Department



B.6.4 - Health, Wellbeing & Adults (HWA) Department



## B.7 - Elected Members

It is recognised and acknowledged that many elected members are involved in community organisations, school governing bodies and local charities. As such they will be able to contribute a great deal in providing support to their community and providing the vital 'link' between the council and those affected by the incident.

During an incident, Council Gold will notify and liaise with:

- the Leader of the Council/ opposition Leader;
- relevant cabinet member;
- affected ward councillors.

The roles of Councillors can include the following but are not mandatory,

- attending emergency centres
- advising council officers on local issues
- identifying vulnerable residents
- relaying information between the council and the community (and back again)
- assisting with the media
- attending and 'chairing' local residents forums
- being the focus for community consultation procedures
- being involved to assist in creating the strategy and support in the 'recovery phase' of the incident

Further guidance can be found in the LGA's ['Civil Resilience Handbook for London Councillors'](#).

## B.8 - Responder (Staff) Welfare

Many individuals involved in a major incident will suffer short-term effects. In most cases distress is transient and not associated with dysfunction or indicative of people developing mental disorders. Some people's distress may last longer and is more incapacitating.

The majority of people do not require access to specialist mental healthcare; although a small proportion may do so. It is important to access the right help at the right time, for example providing a single session of debriefing as a form of treatment is not recommended, nor as an immediate response to incident<sup>2</sup>.

The wellbeing of our staff that have responded as part of the incident needs careful consideration and specific support should be provided. It is important to consider everyone that has played a role in the response as a person does not have to have been "at the scene" to be impacted by such an event. The council should be sure to include frontline responders, BECC staff, CGG, CSG, resilience team, key service areas, elected members.

The trauma experienced may not necessarily be in regard to the atrocities of the incident, but from the commitment and energy given to the organisation and community in their response role.

There are a number of tools to help guide the council in best supporting their staff following a major incident. This could include ensuring time off in lieu is taken, "thank yous" are provided, informal debriefing (coffee and chat) or signposting to clinical support. It will be important to maintain support for a considerable time following the incident, particularly around anniversaries and inquests or enquiries where memories or feelings about the response are likely to resurface.

At Croydon, responder welfare should be considered by the human resources and public health teams and should be an early agenda item at the CGG meetings.

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<sup>2</sup> <https://www.healthylondon.org/wp-content/uploads/2017/10/London-incident-support-pathway-for-first-responders-.pdf>

## **Section C: Regional and Multi-Agency Coordination**

# Corporate Emergency Response Plan

## C.1 - Pan-London structures

Dependent on the scale and nature of the incident, there is the potential for pan-London emergency response arrangements to be stood up. This could be because a pan-London approach is needed to support the response happening in a borough as they are overwhelmed, or because a number of boroughs are affected by the incident (e.g. flooding).

### C.1.1 - SCG, LLAG & the LLACC

- The duty London Local Authority Chief Executive (LLAG) will participate in (London) Strategic Coordinating Group meetings on behalf of all 33 London local authorities.
- They have responsibility to represent local authorities at these meetings.
  - Their information and requests to partners will be based upon information fed from local authority resilience teams to the London Local Authority Coordination Centre (LLACC).
- **LLAG will update Chief Executives directly.**
- **The LLACC will update resilience teams directly.** The LLACC will include situational awareness updates, requests for borough SitReps and required local actions.
- The Croydon Borough Emergency Control Centre (BECC) may be activated to support the monitoring and coordination of information from the LLACC.

### C.1.2 - Pan-London SCG sub-groups

Dependent on the type of incident, there may be a number of pan-London sub groups of the SCG that are stood up to focus on specific areas of the response. For example a Humanitarian Assistance Steering Group (HASG) could be convened if there is extensive impact on the population or a Mass Fatalities Coordinating Group (MFCG) if there are a large number of fatalities.

## C.2 - Mutual Aid

There may be occasions where Croydon Council cannot alone deal with all the activities required to respond to the incident and/or deal with the aftermath.

The incident may also span across the border with a neighbouring borough.

In this instance, there is a 'Mutual Aid' protocol in existence that allows any one borough to call for assistance from another borough. This requires the authority of the Chief Executive of the 'affected borough' and that same borough is liable for costs incurred.

These requests for mutual aid are usually managed through the London Local Authority Co-ordination Centre (LLACC) but our first port of call is usually those nearest to Croydon through our sub regional resilience forum. There have been examples of Croydon providing mutual aid, namely during the Grenfell Tower fire and Camden evacuation in summer 2017.

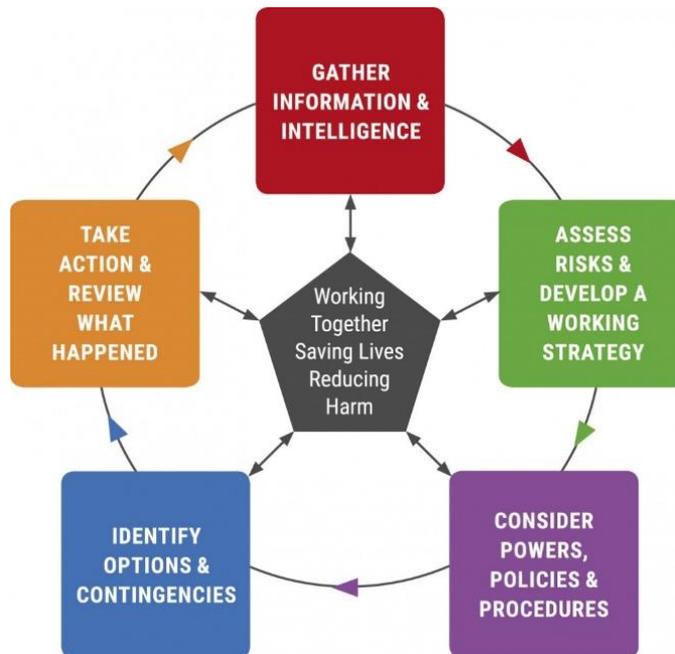
[Gold Resolution Mutual Aid Protocol](#)

## C.3 - Multi-Agency Working

Naturally, most incidents will require a coordinated effort from a number of response agencies. As a category one responder, Croydon Council works within the emergency response frameworks of [JESIP](#) (Joint Emergency Services Interoperability Programme), [LESPL](#) (London Emergency Services Liaison Panel Major Incident Manual) and the London Resilience [Strategic Coordination Protocol](#) (SCP).

The Joint Decision Model (JDM) – how agencies work together to achieve an effective response is depicted below:

# Corporate Emergency Response Plan



The resilience team will guide the council through the joint response arrangements. The ‘METHANE’ model is an established reporting framework which provides a common structure for responders and their control rooms to share major incident information – which ultimately supports situational awareness. The model and further situational awareness tools can be found in *Situational Awareness* on page 35.

Agencies other than the emergency services and local authority are likely to be part of the response. This could be the NHS, Environment Agency, utility or transport companies, the voluntary and private sector. As part of the response, it may be necessary for local strategic leaders (i.e. Chief Executives and Borough Commanders) to meet regularly (outside of any possibly activated London strategic structures) to discuss local needs and activities.

## C.4 - Voluntary and Faith Sector

Croydon Council has many relationships with the voluntary sector and faith community. In a large scale incident, these groups can provide support in warning and informing, as well as supporting the operational response.

Key relationships:

- British Red Cross (emergency centre support, befriending and first aid)
- Croydon Voluntary Action (community volunteers, e.g. door knocking; food deliveries)
- Croydon BME Forum (community volunteers, e.g. door knocking; food deliveries)
- Croydon Asian Resource Centre (community volunteers, e.g. door knocking; food deliveries)
- Croydon Neighbourhood Care Association (community volunteers, e.g. door knocking; food deliveries)
- Victim Support (emergency centre support and befriending)
- Samaritans (emergency centre support and befriending)
- Faiths in Croydon
- Archdeacon and Bishop of Croydon

The corporate resilience and the communities & equalities teams hold contact details for community voluntary and faith groups.

# Corporate Emergency Response Plan

## C.5 - Croydon Resilience Forum

The Croydon Resilience Forum (CRF) is a statutory borough forum with the aim to co-ordinate, develop and implement an integrated approach to emergency response and management for the borough of Croydon. Its membership is varied and includes emergency planning officers/ representatives from mostly Category One and Two responder agencies.

### Category 1:

Croydon Council <ul style="list-style-type: none"> <li>Resilience Team (Chair &amp; Secretariat)</li> <li>Public Health</li> <li>Communities</li> </ul>	Metropolitan Police Service <ul style="list-style-type: none"> <li>South BCU Teams (Neighbourhoods, Operations &amp; Counter Terrorism)</li> <li>Central emergency planning hub</li> </ul>	NHS <ul style="list-style-type: none"> <li>NHS England (London) South London EPRR</li> <li>Croydon University Hospital</li> <li>Croydon Health Services (CHS) Trust</li> <li>South London &amp; Maudsley (SlaM) NHS Trust</li> <li>South-West London (SWL) NHS Clinical Commissioning Group (CCG)</li> </ul>
London Ambulance Service <ul style="list-style-type: none"> <li>Croydon</li> <li>South London EPRR</li> </ul>	British Transport Police <ul style="list-style-type: none"> <li>Croydon</li> <li>London B Division</li> </ul>	
London Fire Brigade <ul style="list-style-type: none"> <li>Croydon stations</li> </ul>	Public Health England <ul style="list-style-type: none"> <li>South London EPRR</li> </ul>	Environment Agency

### Category 2:

Network Rail / Southern Rail / TfL
SES Water / Thames Water
SGN

### Other (Voluntary, Faith & Businesses):

British Red Cross: South London	Archdeacon of Croydon
Samaritans	Croydon Volunteer Association/ Centre
Victim Support	Croydon BID

The CRF meets at least three times a year and may call an extraordinary meeting following an incident.

CRF members are required to keep their organisations informed of actions and developments agreed in the meetings and associated training and exercises. In addition they should inform Chief Executives, elected members and governing board of actions following a (major) incident. Regular reports of CRF activity are made to the Croydon Local Strategic Partnership (LSP).

The forum's terms of reference and business plan can be obtained from the Resilience Team.

## **Section D: Communicating in an Incident**

# Corporate Emergency Response Plan

The LBC [Communicating in an Incident Plan](#) details the arrangements and tools available to communicate with the public and council staff prior to a known potential incident, during, and after an emergency.

## D.1 - External Communications

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.

Croydon Council has a duty 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 minimise 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.

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.

## D.2 - Internal Communications

The Corporate Comms team key responsibilities with communicating with internal staff are:

- Ensuring that council staff are kept regularly updated;
- Regularly update the council intranet with agreed messaging;
- Send out all staff emails / windows desktop notifications for business critical communications; and
- Coordinate PA information announcements for staff in BWH

### D.2.1 - Everbridge

Everbridge is the council’s incident mass notification tool. It is managed by the resilience team and is used for incident notifications. It is used to inform staff, members and the Croydon Resilience Forum.

Everbridge is a core part of the activation mechanism for many of the council’s and resilience forum’s plans.

The [Everbridge Guide](#) outlines how and when it is used.

The LBC [Communicating in an Incident Plan](#) details the arrangements and tools available to communicate with the public and council staff prior to a known potential incident, during, and after an emergency.

## **Section E: Situational Awareness, Information Sharing and Management**

NOT PROTECTIVELY MARKED

# Corporate Emergency Response Plan

Maintaining situational awareness throughout the life of an incident is important to ensure that agencies can actively respond and plan ahead for recovery activities.

## E.1 - METHANE

For the emergency response phase, the JESIP 'METHANE' model is an established reporting framework which provides a common structure for responders and their control rooms to share major incident information – which ultimately supports situational awareness.

It is a helpful tool for passing key information about major or complex incidents to control rooms or partners.

Multi-agency meetings (at all levels) may start with the latest METHANE report.

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

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# Corporate Emergency Response Plan

## E.2 - Common Operating Picture (COP)

Sustaining a clear information picture across the council, and amongst partners, during an incident is essential. A Common Operating Picture (COP) will be used by the resilience team to regularly share the most pertinent information relating to an incident with CGG, CSG, key staff, Members and partners. This assists in shared knowledge, efficiencies in information sharing and a reduced need to read minutes and reports to source key pieces of information.

The Croydon Council COP template is depicted below:

<b>Completed by</b>	<i>Name</i>	<b>Doc No.</b>	
	<i>Role</i>	<b>Date of issue</b>	
<b>Name of incident</b>		<b>Time of issue</b>	
<b>Council Gold</b>	<i>Name</i>	<i>Contact number</i>	
<b>Council Silver</b>			
<b>Duty Resilience Advisor</b>			

			Content updated:	
			Date	Time
<b>Incident Summary</b>				
<b>Exact location</b>				
<b>Cordon information</b>				
<b>Evacuated properties</b>	<i>Number of residential properties:</i>			
	<i>Addresses:</i>			
	<i>Number of commercial properties:</i>			
	<i>Addresses:</i>			
<b>Emergency Rest Centre</b>	<i>Location:</i>			
	<i># attendees:</i>			
	<i>Manager name</i>			
	<i># staff present:</i>			
	<i>Current shift ends at:</i>			
	<i>Known issues:</i>			
<b>Gas</b>	On / Off	Details:		
<b>Electricity</b>	On / Off	Details:		
<b>Water Supply</b>	On / Off	Details:		
<b>Drains &amp; Sewers</b>	On / Off	Details:		
	<i>Last meeting time:</i>			

NOT PROTECTIVELY MARKED

# Corporate Emergency Response Plan

				Content updated:	
				Date	Time
<b>Council Gold Group (CGG)</b>	Next meeting time:				
	Next minute taker:				
	Secretariat:				
<b>Council Silver Group (CSG)</b>	Last meeting time:				
	Next meeting time:				
	Next minute taker:				
	Secretariat:				
<b>BECC opened?</b>	YES / NO	dd/mm/yyyy	hh:mm		
<b>Service Link Officers</b>	<b>Department</b>	<b>Current Contact</b>			
	<i>Social Care (Adults)</i>				
	<i>Social Care (Children's)</i>				
	<i>Schools &amp; Education</i>				
	<i>Housing</i>				
	<i>Community Safety</i>				
	<i>Public Health</i>				
	<i>Environmental Health</i>				
	<i>Highways</i>				
	<i>Parking</i>				
<i>Transport Services</i>					
<b>Issues requiring escalation to CSG / CGG</b>	•				
<b>Partner agencies supporting the council's response</b>	•				
<b>Other key organisations</b>					
<b>Business impacts</b>					
<b>Transport impacts</b>					
<b>External comms and media</b>	<i>Key communications lines that have been released to the public, issues being experienced, etc.</i>				
<b>Key times &amp; dates to note</b>					
<b>Time/ date of next COP due</b>					

## E.3 - Information Sharing

All information should be treated with sensitivity and the Council's data protection [policies](#) should be adhered to. During an emergency, sharing information between partner agencies may have different rules applied to allow for freer flows of information for the overall benefit of those impacted (i.e. displaced or injured residents). Guidance on this can be found [here](#) and much of this is included and relevant to the Council's "Identifying Vulnerable People Plan".

Unless authorised, hard copy information should not be removed from the Borough Emergency Control Centre. There are confidential waste bins within the BECC, although no information should be disposed of unless agreed with the Resilience Manager.

## E.4 - Record keeping and logging

Logs and records are needed for a variety of reasons – most importantly as a reference for what activity or decision took place when. Logs and records may be required at a later date to give an accurate account/evidence in court or in a review of Croydon Council's employees' involvement in an incident. A log can also be a useful tool when providing someone with a handover briefing.

Writing a log can be time consuming, so if additional help is needed a loggist can be employed.

The BECC is expected to maintain a central log overall of the incident – this is electronic, and centralised on Microsoft Teams.

A paper log template is recommended for key response officers (Council Gold, Council Silver, Local Authority Liaison Officers) personal logs. It is recommended to keep a blank log book at work and at home. A template to print can be found [here](#).

### E.4.1.1 Guidance for logging (on paper):

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

### E.4.1.2 Decisions

Council officers recording key decisions made should consider recording all the information available at the time of the decision- as this may not be apparent in hindsight. This might include:

- incident status
- problem requiring a decision
- the options considered

# Corporate Emergency Response Plan

- the decision made
- why that decision was made,
- its impact, who has been informed of that decision
- action taken and also action not taken

**Remember: Deciding to take no action is an acceptable option- just note why.  
If it isn't written don – it didn't happen.**

## E.5 - Document Management

The BECC will ensure that all documentation (i.e. agendas, minutes, reports, critical information) is stored within the BECC incident folder within Microsoft Teams. A Microsoft Teams site will be created for the incident as a whole, with separate channels created for each area of response (e.g. Council Gold Group, Council Silver Group and the BECC)

## E.6 - Retention of Evidence/ Documentation

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

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

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

### Immediate Action Checklist - Evidence and Documentation Preservation

- Suspend all document destruction and archiving procedures.
- Notify all staff of their obligations to locate, preserve and safeguard documents.
- Emphasise the continuing nature of those obligations.
- Nominate an officer to co-ordinate preservation of documentary evidence.
- Draw up a list of personnel able to assist with location and collation of documents.
- Give advice on the conditions of legal professional privilege.
- Notify all services to collate and report files held.
- Print relevant computer data (including electronic mail) on disc or tape.
- Set in motion procedures to retrieve potentially relevant files from archive.
- Initiate recovery and safe custody of originals and all copies of internal documents.

## **Section F: Business Continuity**

# Corporate Emergency Response Plan

## F.1 - Concurrent internal disruptions

Depending on the type and scope of the incident that has occurred, Croydon Council may be dealing with a business continuity incident as well as providing an emergency response to the public. This could be a health pandemic where the Council is providing the emergency response to the pandemic whilst also dealing with staff absences, or providing the emergency response to flooding whilst also dealing with the loss of Council premises.

In the event of a concurrent business continuity disruption, the CGG should consult the resilience team and activate business continuity plans if required. It is likely that if a business continuity disruption is occurring at the same time, a specific sub-group of the Council Silver Group, to respond to the business need to reduce disruption or service failure, will be required. The format, chair and attendees and this sub-group would be incident dependent, but the Business Continuity Steering Group (BCSG) structure within the [Pandemic Response Plan](#) could be referred to as a guide.

The Corporate Situation Reporting (SitRep) process may be activated to monitor the impacts that the incident is having on Council services.

## F.2 - Protracted incidents

The emergency response to “Big bang” style incidents are likely to be over within a few days/weeks before moving to the recovery phase. However during “Rising tide” style incidents, such as health pandemics or flooding, the emergency response could be protracted and last for over a month (or numerous months in the event of a pandemic) before transition to the recovery phase.

During these types of incident, there are a number of additional considerations that need to be taken into account and agreed by Council Gold Group, to ensure the continuity of the response:

- Resilience of the emergency response arrangements and longer term staffing/rotas (e.g. for staffing of the BECC, a rotating chair for Council Gold Group/Council Silver Group, etc.)
- A corporate staff redeployment process, for redeployment of Priority 3 services and ceasing of their day-to-day jobs to support the emergency response structure and Priority 1 services with their frontline emergency response efforts.
- Long term staff welfare arrangements, particularly if the incident that staff are responding to also affects them personally (e.g. a health pandemic), including ensuring that staff take annual leave and have breaks.
- Having a cost code designated for the incident, even if there is not a budget assigned to it yet, so there is easier reconciliation of the emergency spend.
- Having an agreement in place when staff work extended hours/over weekends/etc. whether overtime will be used or if it will be Time Off In Lieu (TOIL), as staff may build up significant amounts of TOIL.
- Having a dedicated hub of information for staff on the intranet which is regularly updated.

## **Section G: Stand Down and Recovery**

# Corporate Emergency Response Plan

## G.1 - Recovery Phase

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

The local authority is responsible for leading the recovery phase. A multi-agency Recovery Coordinating Group (RCG) will be established, chaired by an Executive Director or the Chief Executive.

The group will work to:

- Meet the longer-term welfare needs of survivors (e.g. social services support and financial assistance from appeal funds) and the community (e.g. anniversaries and memorials, help-lines and drop-in centres); and
- Facilitate the remediation and reoccupation of sites or areas affected by the emergency.

Also, a major business continuity disruption may have long-lasting effects and may need a structured recovery programme to restore all services fully. In particular, the local authority may have to:

- Relocate displaced services by renting additional accommodation, increased home working, shared use of remaining office space;
- Work with telecoms and digital (IT) providers to reinstate systems;
- Seek staff with specialist skills from other local authorities via Mutual Aid.

The key areas of focus for the Recovery Coordinating Group are likely to include:

- Health and Welfare
- Community Recovery
- Finance and Legal
- Public Communications
- Environment and Infrastructure
- Business and Economic

The Croydon Recovery Plan<sup>3</sup> details the recovery phase in more detail and supports the principles of the [London Recovery Management Protocol](#)<sup>4</sup>.

## G.2 - Standing Down

It will be the responsibility of Council Gold to decide when it is appropriate to stand-down the BECC and the management of the emergency response via this response plan. The LALO, if deployed to or still at the scene, and emergency centre staff, will be consulted.

There are no set criteria for this decision. However, in most cases the decision to stand-down will follow a reduction of liaison and co-ordination activity between the BECC if opened, the responding services and departments and (if deployed) the LALO and emergency centre, to an extent that it is practical to continue with normal management arrangements.

Some elements of the response may be stood down before other elements – for example the scene may be cleared and the LALO stood down, but centre staff will remain in the Community Assistance Centre as this is a longer term provision.

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<sup>3</sup> Under full redevelopment

<sup>4</sup> [London Recovery Management Protocol, v1, September 2016](#) (London Resilience Partnership)

# Corporate Emergency Response Plan

If CGG has been sitting, a final meeting should be held to confirm the status of the emergency before the decision to stand-down is taken.

If the nature and scale of the incident requires a Recovery Coordinating Group to oversee the medium to long-term recovery, the BECC will segue from being the incident management control centre to the recovery co-ordination centre. This will enable a seamless transition between the two phases.

## G.3 - Debriefing and Incident Reports

A review of the response to an incident by all agencies giving assistance is essential. This provides an opportunity to evaluate efficiency, to learn from experience gained and also offers a source of information to assist in ensuring investigation/inquiries. This process can be best achieved by a series of debriefs at all levels within all agencies involved, and concluding with a multi-agency debrief. The methods of debriefing with personnel involved in a major incident may vary within each individual service.

It will be beneficial to conduct a debrief for any role and across services if consideration is given to the following:

- Debriefing to start as soon after the incident as is practicable.
- Everyone to be involved, including personnel remote from the area of operations (e.g. BECC staff) should contribute to debriefing at some stage.
- The need for additional debriefing sessions for personnel involved in specific or specialist operations. Records made at the incident, particularly video recordings/ photographs, along with written reports will assist in debriefs. The debriefing process should culminate in a multi-agency forum that includes not only the emergency services but also any other agency that may have assisted in the overall response. It is important that each service is represented by personnel actually involved in operations, as it will be necessary to give first-hand accounts of events. Officers conducting debriefs must be aware of any disclosure implications, which may affect any future legal hearings.

There will be a number of different debriefs held following an incident. It is good practice to debrief all parts (i.e. groups/ meetings) and staff involved. Debriefing will take different forms and will be a mix of face to face discussions/ workshops and surveys.

Some debriefing will be multi-agency and some internally focussed. The resilience team will coordinate the debriefing programme. This may include sessions facilitated by the resilience team, police agencies, London Resilience Group or other appropriate officers (e.g. service managers or the learning & development team).

## Section H: Appendices

## Corporate Emergency Response Plan

## H.1 - APPENDIX 1: Types of emergency centre

Centre type	Purpose	Timescale	Lead
<b>Survivor Reception Centre (SuRC)</b>	A secure location where survivors not requiring hospital treatment are taken for short term shelter. Evidence might also be gathered here.	Immediate – Short term	The Police will establish this type of centre to conduct their investigations. The local authority will take over the care of survivors once the investigation is over.
<b>Rest Centre (RC)</b>	A building designated or elected by the local authority for temporary accommodation of evacuees with overnight facilities.	Immediate – short term (up to 48 hours)	Local authority with support from police, voluntary sector and health service.
<b>Family and Friends Reception Centre (FFRC)</b>	To help reunite family and friends with Survivors – it will provide the capacity to register, interview and provide shelter for family and friends	Short – medium term	The Police will establish this type of centre. The local authority will take provide the immediate practical and emotional needs for family members & friends.
<b>Humanitarian Assistance Centre (HAC)</b>	Provides a focal point for information and assistance to bereaved families and friends of those missing, injured or killed, survivors, and to all those directly affected by, and involved in, the emergency. This group is likely to include the friends and families of those missing and killed, survivors, and the wider community.	Medium – long term	Local authority with support from other agencies <ul style="list-style-type: none"> <li>• NHS staff, if health monitoring is needed</li> <li>• Voluntary agencies and faith responders may need to attend to provide emotional support and care</li> <li>• Insurance companies</li> <li>• Benefits Agency</li> </ul>
<b>Community Assistance Centre (CAC)</b>	Provides advice and support to people by a major incident. This may be activated, for example, when people are affected significantly and need advice and support but there are no mass fatalities and to support the recovery of local communities.	Short – long term	<ul style="list-style-type: none"> <li>• Registered Social Landlords, if social housing stock has been affected</li> <li>• The Police, if investigations are still on-going.</li> </ul>

More detail on each of these centre types can be found in the [London Humanitarian Assistance Framework v5.0](#), April 2017.

## Corporate Emergency Response Plan

## H.2 - APPENDIX 2: Resilience Plans and Capability Documents

The below list outlines the resilience planning documents that support an emergency planning response. Some of the documents are under review or in development, with many adhering to the standards framework(s) for local authority emergency planning. Many of the themes are underpinned by a London plan or framework. They can be found [here](#). The below outlines the Resilience Documentation, Approving Board, Accountable Person and Review Frequency.

<b>Approving Board:</b> Corporate Resilience Board		
<b>Document name</b>	<b>Accountable Person</b>	<b>Frequency</b>
LBC Business Continuity Framework	Exec. Director of Place	Biennial
LBC Communicating in an Incident	Head of Comms	Biennial
LBC Corporate Emergency Response Plan	Chief Executive	Biennial
LBC Corporate Business Continuity Plan	Exec. Director of Place	Biennial
LBC Designated Disaster Mortuary (DDM) Plan	Exec. Director of HWA	Triennial
LBC Evacuation Capability (alongside Executive Director of Place)	Exec. Director of Place	Annual
LBC Excess Deaths Plan	Exec. Director of HWA	Triennial
LBC Fuel Disruption Plan	Exec. Director of Place	Triennial
LBC Identification of Vulnerable Persons Protocol	Exec. Director of HWA	Triennial
LBC IT Disaster Recovery Plan	Chief Digital Officer	Biennial
LBC Notifiable Animal Disease Outbreak Plan	Exec. Director of Place	Triennial
LBC Operation London Bridge Protocol	Exec. Director of Resources	Annual
LBC Pandemic Influenza Plan	Exec. Director of HWA	Biennial
LBC Pipeline Safety Plan	Exec. Director of Place	Triennial
LBC Recovery Management Plan	Chief Executive	Triennial
LBC Rest Centre Plan	Resilience Manager	Annual
LBC Severe Weather Guidance	Chief Executive	Annual

<b>Approving Board:</b> South London Senior Coroner		
<b>Document name</b>	<b>Accountable Person</b>	<b>Frequency</b>
South London Coronial Area Excess Deaths Arrangements	South London Senior Coroner	Biennial
South London Coronial Area Mass Fatalities Incident Response Guidance Document		Triennial

<b>Approving Board:</b> Resilience Manager		
<b>Document name</b>	<b>Accountable Person</b>	<b>Frequency</b>
LBC BECC Management Procedures	Resilience Manager	Annual
LBC Resilience Training & Exercising Programme		Annual

<b>Approving Board:</b> Local Strategic Partnership (LSP)		
<b>Document name</b>	<b>Accountable Person</b>	<b>Frequency</b>
CRF Terms of Reference	Local Strategic Partnership (LSP)	Frequency as per resilience forum business plan & planning cycle.
CRF Borough Risk Register		
CRF Strategic Coordination Protocol		
CRF Humanitarian Assistance Plan		
CRF Identification of Vulnerable Persons Plan		
CRF Recovery Management Protocol		
CRF Structural Collapse & Site Clearance Capability		
CRF Pandemic Influenza Framework		

# Corporate Emergency Response Plan

CRF Flood Response Plan		
CRF Fuel Disruption Plan		
CRF CBRNe Protocol		
CRF Pipeline Safety Capability		
CRF Utility Disruption Plan		

## Corporate Emergency Response Plan

### H.3 - APPENDIX 3: Council Silver Group (CSG) suggested membership

The below list of leads responsive for specific service areas (as at 05/01/21). Their activities will be overseen by their relevant Executive Director.

Area of responsibility	(Tactical) Lead	Deputy(ies)
<b>Resilience</b> (Borough Emergency Control Centre / Resilience Advisor / London Resilience liaison)	Resilience Manager	Duty Resilience Advisor (A member of the Resilience Team)
<b>Communications</b> (internal, external, Members)	Head of Communications and Engagement	Communications and Engagement Manager / Internal Communications Manager / Duty Press Officer
<b>Adult Social Care</b>	Director of Operations	Head of Business and Service Compliance
<b>Children Social Care</b>	Director of Children's Social Care	Head of Quality Assurance and Safeguarding
<b>Communities</b> (incl. faith & voluntary sector)	Director of Policy and Partnerships	Community and Voluntary Sector Manager
<b>Community Safety</b> (incl. Prevent)	Director of Violence Reduction Network	Head of Violence Reduction Network
<b>Contact centre / Access Croydon</b>	Head of Early Intervention and Resident Access	Contact Centre Manager
<b>Facilities Management</b>	Director of Homes and Social Investment	Head of Corporate Facilities
<b>Housing</b>	Director of Housing Assessment and Solutions	Head of Temporary Accommodation and Service Development
<b>Human Resources</b>	Head of HR	Head of HR
<b>ICT</b>	Chief Digital Officer	Head of Digital Operations
<b>Leader's Office</b>	Director of Policy and Partnerships	Executive Officer (Leader and Cabinet Office)
<b>Legal Services</b>	Director of Law and Governance	Head of Litigation and Corporate Law
<b>Mayor's Office</b>	Head of Electoral Services and Mayor's Office	Executive Officer (Mayor's Office)
<b>Public Health</b>	Director of Public Health	Consultant in Public Health
<b>Public Realm incl.</b> Street & Highways Management, Waste Management / Street Cleansing, Environmental Health, Pollution, Regulatory Services and Neighbourhood Safety Officers	Director of Public Realm	Head of Highways / Highway Services Manager (Drainage) / Head of Licensing and Public Protection
<b>School Advice &amp; Liaison</b>	Director of Education	Head of Education Commissioning & Youth Engagement
<b>Welfare &amp; Benefits</b>	Head of Payments, Revenues, Benefits and Debt	Benefits Manager
<b>Executive Leadership Team</b>	Exec Director – Resources	Exec Director - Place
	Exec Director – Health, Wellbeing and Adults	Exec Director – Children, Families and Education
	Exec Director – Localities and Resident Pathway	Director of Finance, Investment and Risk and S115 Officer
	Director of HR	

# Corporate Emergency Response Plan

## H.4 - APPENDIX 4: 'operational rhythm'

The establishment of a routine of timed briefings, meetings and updates creates an 'operational rhythm' which will assist in structuring incident management and ensuring consistency between the CGG, CSG, BECC, emergency centre(s), the SCG, and activities at the scene.

An example of a Croydon Council operational rhythm might be:

- 08:00: Deadline for services to provide SitRep to BECC (ready for CSG & CGG)
- 09:00: Council Silver Group (CSG) meeting
- 10:00: Council Gold Group (CGG) meeting
- 10:45: BECC updated (following CSG)
- 11:00: SCG (multi-agency Gold) meeting (Chief Exec, HALO, DRA attend/ dial in)
- 11:45: BECC updated; COP sent to internal stakeholders
- 12:00: BECC sends Croydon SitRep to the LLACC
- 12:00: Leader updated
- 12:00: Humanitarian Assistance Steering Group (HASG) meeting
- 13:00: COP sent to CGG internal stakeholders (update to morning's activity)
- 14:00: Recovery Coordinating Group (RCG) Meeting
- 15:00: Business Continuity Working Group
- 16:00: All Member update
- 16:00: Deadline for services to provide SitRep **by exception** to BECC
- 17:30: BECC updated
- 18:00: COP sent to internal stakeholders (summary of afternoon meetings, key points to note)
- 18:00: Evening close down or continue evening/overnight operations

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## H.5 - APPENDIX 5: CGG Agenda

Council Gold Group Meeting Agenda				
Incident Name				
Council Gold name		Minute Taker name		
Meeting Time (24hrs)		Date (DDMMYY)	Meeting Number	
Meeting paper location	<i>Link to Council Gold Group Microsoft Teams Site</i>			
#	Agenda Item / Considerations	Owner		
1	Introductions	Council Gold		
2	Review of actions from previous meeting (see CGG Action Log)	Minute taker		
3	Incident overview <ul style="list-style-type: none"> <li>• Update from any regional/multi-agency meetings (e.g. SCG / LSP)</li> <li>• Situation update (using the Common Operating Picture (COP))</li> <li>• Council emergency plans/frameworks that have been activated <i>[Remove when necessary]</i></li> </ul>	Council Gold Council Silver Resilience Advisor		
	Confirm Council Gold Group Terms of Reference <i>[Remove after first meeting]</i>	Council Gold		
	Set the Council Strategy <i>[Remove after first meeting]</i> <ul style="list-style-type: none"> <li>• Using the Gold Strategy Template, determine the Strategic Aim &amp; Objectives (linking in with the multi-agency strategy as appropriate)</li> </ul>	Council Gold		
	Review the Council Strategy <i>[Add when required]</i> <ul style="list-style-type: none"> <li>• Using the Gold Strategy Template, reviewing the Strategic Aim &amp; Objectives (linking in with the multi-agency strategy as appropriate)</li> </ul>	Council Gold		
	Issues arising from: <ul style="list-style-type: none"> <li>• The COP (see “Issues requiring escalation to CSG / CGG” section)</li> <li>• Council Silver Group               <ul style="list-style-type: none"> <li>○ The Tactical Plan                   <ul style="list-style-type: none"> <li>▪ Business Continuity / Resourcing requirements / Mutual aid</li> <li>▪ Finance</li> <li>▪ Legal</li> <li>▪ Welfare</li> </ul> </li> </ul> </li> </ul>	Resilience Advisor Council Silver / relevant Executive Directors		
	Communications <ul style="list-style-type: none"> <li>• Identify a Council Spokesperson <i>[Remove after first meeting]</i></li> <li>• What is the Communications Strategy?               <ul style="list-style-type: none"> <li>○ Residents, staff and partners</li> <li>○ Political engagement (elected Members, MPs, other political figures)</li> </ul> </li> </ul>	Head of Communications		
	<i>[Confirm and add any other agenda items requested by Council Gold]</i>			
	Horizon Scanning <ul style="list-style-type: none"> <li>• Operational rhythm (future meeting times, COP, etc).</li> <li>• Move to recovery and establishment of a Recovery Coordinating Group</li> </ul>	All		
	Any other business	All		
	Confirm next meeting time, date and location.	Council Gold		
	Confirm actions and decisions arising from meeting	Minute taker		

## H.6 - APPENDIX 6: CGG Terms of Reference

*Draft until confirmed in first Council Gold meeting*

### Purpose

Responsible for the overall management, co-ordination, control, and monitoring of the emergency situation and disaster recovery actions.

### Responsibilities

- Provide **strategic** direction and resource coordination of the council response, during and post-incident;
- Develop a strategy document outlining the Council's intentions, which aligns to the multi-agency (SCG) strategy;
- Direct measures to prevent loss or damage to life, property and resources and making the incident site secure and safe;
- Evaluate the extent of the damage and the potential consequences;
- Enable Council Silver to undertake the tactical responsibilities of the incident;
- Authorise recovery procedures in order to provide an operational service to staff and clients;
- Consider and authorise requests for mutual aid.
- Liaise with the Leader, members and external VIPs (specifically Council Gold);
- Monitor overall expenditure agreed via Council Silver
- Provide strategic direction for the borough and organisation of the return to normality once the emergency period has passed.

### Suggested CGG Membership

The group will comprise of:

- Council Gold (Chair)
  - Council Gold Loggist
- Council Silver
  - Council Silver Loggist
- Minute taker
  - A nominated officer from Democratic Services who will minute the meeting. This is separate to the secretariat and loggist.
- Executive Leadership Team
  - Executive Director – Place
  - Executive Director – Resources
  - Executive Director – Health, Wellbeing and Adults
  - Executive Director – Children, Families and Education
  - Executive Director – Localities and Resident Pathway
  - Director of Finance, Investment and Risk
  - Director of HR
  - Director of Public Health
- Head of Communications
- Resilience Advisor

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# Corporate Emergency Response Plan

## Activating a CGG

Activation of CGG checklist (the below actions may not all be undertaken by Council Gold, they may be delegated to the secretariat)		
Task	Extra info	Complete?
Identify officers who will be required to attend the CGG	Think about what areas of the council are involved in the response (including a Minute Taker from Democratic Services) - consult with Resilience Advisor.	
Identify a time and location in which the meeting can take place	This could be via Microsoft Teams.	
Notify and activate CGG members	RA will send Everbridge polling message (SMS) and voice delivery path (telephone call) requesting availability of CGG members. RA to use template (if on laptop). Check for confirmation of attendees. <ul style="list-style-type: none"> <li>• Escalate where no confirmation has been received but service requires representation.</li> </ul>	
Identify meeting secretariat (invites, coordinating papers, etc) and Minute Taker.	Contact the BECC to identify an officer responsible for meeting secretariat (If the BECC is not yet operational, this secretariat will be done by the Resilience Advisor)	
Set up a new Microsoft Teams site for the incident.	In the Microsoft Teams site, to store all CGG meeting documents.	
Circulate agenda and papers as a calendar invite to all CGG attendees.		

## CGG administration

Once operational, a BECC Officer will be allocated the responsibility of secretariat for these meetings. This officer will arrange these meetings according to the frequency decided by Council Gold. This officer will prepare and circulate all papers (agendas, etc.), and all documents related to the meeting will be stored in the incident library in the Microsoft Teams site, and is separate to the minute taker and loggist.

## Frequency

The frequency of meetings will be regularly reviewed by the Chair, following the implementation and monitoring of action plans as well as the outcomes of the situation.

## Suggested meeting documentation:

<b>CGG Agenda</b>	Agreed with Council Gold before publishing.
<b>CGG Action Log</b>	Running tracker of CGG meeting actions.
<b>Emergency Response Strategy</b>	For review if required.
<b>Tactical Plan</b>	For information in the meeting.
<b>Common Operating Picture (COP)</b>	Most recent version; sourced from the BECC.
<b>Incident-specific supporting information further to the COP</b>	e.g. weather forecast/ summary, technical reports, water level measurements, transport maps, etc.

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## CGG Meeting Etiquette & Guidance

- CGG meetings should be as succinct as possible and should not last longer than 1hr (ideally, approx. 30mins) to not unduly impact the wider response 'operational rhythm'<sup>5</sup>.
- Introductions should include, name, job title and role in the incident e.g. "Service Link for Education" or "lead Media Officer".
  - Council Gold should check that the Minute Taker is happy with attendee names before continuing the meeting.
  - Late-comers should be asked to introduce themselves for the group and Minute Taker's benefit.
  - Time should **not** be taken to provide a full re-cap of the meeting so far to late-comers. This delays the meeting and incident response progress. Attendees should be mindful that others, particularly the BECC, will be waiting for the meeting decisions to progress tasks and complete other reports (e.g. London SitRep). Late attendees can be 'caught up' at the end of the meeting.
  - It is imperative that CGG representatives undertake a full handover if handing over to a new representative for their area. This is to avoid inefficient use of meeting time due to poor communication and briefing outside of the CGG meeting.

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<sup>5</sup> This is an important part of efficiently managing an incident and is ensuring that information is discussed and/or processed, at an appropriate time to fit imposed deadlines such as a regional SCG meeting or London LA Gold situation report submission request. It has previously been known as 'Battle Rhythm'.

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## H.7 - APPENDIX 7: CSG Agenda

Council Silver Group Meeting Agenda				
<b>Incident Name</b>				
<b>Council Gold name</b>		<b>Minute Taker name</b>		
<b>Meeting Time (24hrs)</b>		<b>Date (DDMMYY)</b>		<b>Meeting Number</b>
<b>Meeting paper location</b>	<i>Link to Council Silver Group Microsoft Teams Site</i>			
1	Agenda Item / Considerations	Owner		
	Introductions	Council Silver		
	Confirm Council Gold Silver Group Terms of Reference <i>[Remove after first meeting]</i>	Council Silver		
	Review of actions from previous meeting (see CSG Action Log)	Council Silver / Minute taker		
	Feedback from the last Council Gold Group meeting	Council Silver		
	Review of Tactical Plan <ul style="list-style-type: none"> <li>- Plans &amp; Frameworks activated</li> <li>- Common Operating Picture (COP)</li> <li>- Resources</li> <li>- Information management / situational awareness</li> <li>- Communication</li> <li>- Operational Rhythm</li> </ul>	All		
	Additional Considerations <ul style="list-style-type: none"> <li>- Business Continuity</li> <li>- Financial arrangements</li> <li>- Legal issues <i>(if required)</i></li> </ul>	Council Silver / Finance / Legal		
	Welfare and support for staff: <ul style="list-style-type: none"> <li>- Implementing staff welfare arrangements</li> </ul>	Council Silver / HR		
	Horizon Scanning <ul style="list-style-type: none"> <li>- Consider the longer-term resource requirements if the disruption may continue beyond a few days.</li> <li>- Council Silver Group membership review</li> </ul>	All		
	Any other business	All		
	Confirmation of: <ul style="list-style-type: none"> <li>- Decisions and actions</li> <li>- Items to escalate to Council Gold Group</li> </ul>	Minute taker		

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## H.8 - APPENDIX 8: CSG Terms of Reference

*Draft until confirmed in first Council Silver Group meeting*

### Purpose

Provide tactical coordination of resources at a local level.

### Responsibilities

- Reviewing the tactical plan
- Managing operational resources
- Monitoring outstanding actions
- Addressing issues and escalating them to Council Gold Group if they cannot be rectified
- Agreeing priorities

### Suggested CSG Membership

The group will comprise of:

- Council Silver (Chair)
  - Council Silver Loggist
- Minute taker
  - A nominated officer from Democratic Services who will minute the meeting. This is separate to the secretariat and loggist.
- Service Link Officers
  - Nominated individuals from services/ teams directly involved in the emergency response who are the single point of contact for the BECC and are likely to be Heads of Service.
  - If a number of Heads of Service from one directorate are involved, the director could be the representative for all their services involved. This should be discussed with Council Silver.
- Communications Manager
- Director of Finance
- Director of HR
- Director of Public Health
- Resilience Advisor

Dependent on the incident type, others may be invited, such as: Head of Legal Business, Head of Highways, etc., additionally, Council Gold Group members may nominate representatives to attend the CSG.

### Activating a CSG

**Activation of CSG checklist** (the below actions may not all be undertaken by Council Silver, they may be delegated to the secretariat)

Task	Extra info	Complete?
Identify officers who will be required to attend the CSG	Think about what areas of the council are involved in the response (including a Minute Taker from Democratic Services) - consult with Resilience Advisor.	
Identify a time and location in which the meeting can take place	This could be via Microsoft Teams.	
Notify and activate CSG members	<p><u>RA will send Everbridge polling message (SMS) and voice delivery path (telephone call) requesting availability of CSG members. RA to use <u>template</u> (if on laptop) (see page 17 for Everbridge guidance and example message).</u></p> <ul style="list-style-type: none"> <li>• Check for confirmation of attendees.</li> </ul>	

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	<ul style="list-style-type: none"> <li>Escalate (to Director/ Exec Director) where no confirmation has been received but service requires representation.</li> </ul>	
Identify meeting secretariat (invites, coordinating papers, etc) and Minute Taker.	Contact the BECC to identify an officer responsible for meeting secretariat (If the BECC is not yet operational, this secretariat will be done by the Resilience Advisor)	
Set up a new Microsoft Teams site for the incident.	In the Microsoft Teams site, to store all CSG meeting documents.	
Circulate agenda and papers as a calendar invite to all CSG attendees.	Including agenda, tactical plan, COP, any other relevant documents.	

### CSG administration

Once operational, a BECC Officer will be allocated the responsibility of secretariat for these meetings. This officer will arrange these meetings according to the frequency decided by Council Silver. This officer will prepare and circulate all papers (agendas, etc.), and all documents related to the meeting will be stored in the incident library in the Microsoft Teams site and is separate to the minute taker and loggist.

The BECC should always be included in this distribution list to maintain oversight of Council Silver activity, track meeting times and support good information management and document storage.

### Suggested meeting documentation<sup>6</sup>:

<b>CSG Agenda</b>	Agreed with Council Silver before publishing.
<b>CSG Action Log</b>	Running tracker of CSG meeting actions.
<b>Tactical Plan</b>	For review in the meeting.
<b>Common Operating Picture (COP)</b>	Most recent version; sourced from the BECC.
<b>Council Business Continuity SitRep results</b>	Internal service impacts, sourced via BECC or RA.
<b>Incident-specific supporting information further to the COP</b>	e.g. weather forecast/ summary, technical reports, water level measurements, transport maps, etc.

### CSG Meeting Etiquette & Guidance

- CSG meetings should be as succinct as possible and should not last longer than 1hr (ideally, approx. 30mins) to not unduly impact the wider response 'operational rhythm'<sup>7</sup>.
- Introductions should include, name, job title and role in the incident e.g. "Service Link for Education"
- Council Silver should check that the Minute Taker is happy with attendee names and roles before continuing the meeting.
- Late-comers should be asked to introduce themselves for the group and Minute Taker's benefit.
- Time should **not** be taken to provide a full re-cap of the meeting so far to late-comers. This delays the meeting and incident response progress. Attendees should be mindful that others, particularly the BECC, will be waiting for the meeting decisions to progress tasks and complete other reports (e.g. London SitRep). Late attendees can be 'caught up' at the end of the meeting.
- It is imperative that CSG representatives / Service Link Officers undertake a full handover when handing over to a new representative for their area. This is to avoid inefficient use of meeting time due to poor communication and briefing outside of the CSG meeting.

<sup>6</sup> It may be agreed that these documents are merged into a single, longer document for each meeting, which will make for easier accessibility, reading, reference and traceability.

<sup>7</sup> This is an important part of efficiently managing an incident and is ensuring that information is discussed and/or processed, at an appropriate time to fit imposed deadlines such as a regional SCG meeting or London LA Gold situation report submission request. Is previously been known as 'Battle Rhythm'.

NOT PROTECTIVELY MARKED  
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## H.9 - APPENDIX 9: Croydon Council Emergency Response Strategy Template

<b>Incident Overview:</b>		<i>[Insert description of incident]</i>			
<b>Strategic Aim:</b>		<i>[Amend as required]:</i> To provide an effective emergency response, minimise the impact on Croydon's community and the environment, and aid the return to normality.			
<b>Strategic Objectives:</b>		<i>Remove/add as required]</i> <ul style="list-style-type: none"> <li>• To protect life and minimise the impact upon the community</li> <li>• To support other responding agencies</li> <li>• To maintain continuity of service provision To promote public confidence through timely and effective communication</li> <li>• To allocate resources effectively and efficiently.</li> <li>• To assist the return to normality.</li> </ul>			
<b>Valid until:</b>	Time:		Date:		
<b>Next review:</b>	Meeting:	<i>e.g. Council Gold group</i>	Date		Time
<b>This strategy is approved by:</b>	Name:	<i>e.g. Katherine Kerswell</i>			
	Incident role:	<i>e.g. Council Gold</i>			
	Signature:				
	Time:		Date:		

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## H.10 - APPENDIX 10: Chronology of expected & potential activities – for serious incidents (both *in* Croydon and *outside* of Croydon)

There will be various activities required of service areas in the response to a serious incident either in or outside of Croydon. Central coordination of these activities (and subsequent updates) will be by the Corporate Resilience Team. Below is a list of initial actions to be undertaken between the resilience team, Council Silver, Gold and CGG/CSG members.

*(Note: this list is not exhaustive and may require flexibility in the order that they are undertaken. Some tasks can be carried out independently while others will require others to be completed to be progressed)*

Activity	Responsible Officer	Comment	Incident in Croydon	Incident outside Croydon
<b>Notification / activation text message to all standing members of CGG and CSG</b> <i>(incl. latest situation update and next steps)</i>	Duty Resilience Advisor (DRA)	Via Everbridge or Emergency Planning e-mail account	✓	✓
<b>Informing the Leader</b> <i>(situational awareness; confirmation that coordination is taking place)</i>	Chief Executive / Council Silver		✓	✓
<b>Informing Ward Councillors / Cabinet</b> <i>(situational awareness; confirmation that coordination is taking place)</i>	Chief Executive / Council Silver		✓	
<b>Police Liaison – Borough Commander</b>	Chief Executive	Update DRA for COP	✓	✓
<b>Opening of an Emergency Centre</b> <i>(short term/overnight shelter or information points. See Appendix 1 for shelter types)</i>	DRA / Duty Emergency Centre Manager		✓	
<b>Housing Provision</b>	Director of Housing Assessment and Solutions		✓	
<b>Highways Management</b> <i>(coordination of traffic management; maintenance; debris clearance)</i>	Director of Public Realm / Head of Highways		✓	
<b>Open the Borough Emergency Control Centre (BECC)</b>	Resilience Team / Emergency Response Officers		✓	
<b>Establishment of incident Microsoft Teams site for incident</b>	DRA / Resilience Team		✓	✓

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<b>Partner Liaison – London Resilience Group / Croydon Resilience Forum</b> <i>(Local updates; event info; school closures)</i>	DRA / Resilience Team		✓	✓
<b>Police Liaison – Prevent/Counter Extremism</b>	Community Coordinator (Counter Extremism)			✓
<b>Croydon Prevent update to London Prevent Network (LPN)</b> <i>(as per request sent by Prevent Network Coordinator)</i>	Community Coordinator (Counter Extremism)	cc in DRA		✓
<b>Common Operating Picture (COP)</b> <i>(Including local, London and national updates)</i>	DRA / BECC Manager	<i>Sent at appropriate intervals until incident stood down</i>	✓	✓
<b>Leader / Borough Commander Statement</b> <i>(website; Twitter; Facebook)</i>	Head of Comms		✓	✓
<b>Assurance of corporate security standards</b> <i>(brief / update security &amp; FM partners; support communications team with staff messaging)</i>	Head of Corporate Facilities			✓
<b>Staff messaging (Intranet / Email)</b> <i>(Incl. summary of situation, pertinent advice, reminder of corporate policy, EAP, etc.)</i>	Head of Comms	Include 'next update' info	✓	✓
<b>All Member update</b> <i>(Incl. summary of situation, pertinent advice, reminder of corporate policy, etc.)</i>	Head of Comms	Include 'next update' info.  Cc in: Head of Democratic Services; Head of Electoral Services and Mayors Office; Director of Policy and Partnerships; Executive Officer – Leader's Office.  Resilience Team to send if severe weather related	✓	✓
<b>Partner agency information</b> <i>(Retweet / share key messages from MPS, LFB, LAS, GLA, London Resilience Group, etc)</i>	Head of Comms / Duty Press Officer		✓	✓
<b>School Information / Update</b> <i>(Provide / reaffirm police guidance where possible)</i>	Director of Education	Consultation with DRA with approval from Exec. Director of Children, Families and Education	✓	✓

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<b>Humanitarian Assistance Steering Group (HASG)</b> <i>(Formulate and coordinate humanitarian aspects for short to medium term, reporting to the multi-agency Strategic Coordinating Group (SCG))</i>	HALO / Executive Director of Health, Wellbeing and Adults	Proportionate to the scale of the incident; Guidance as per the London Humanitarian Assistance Framework	✓	
<b>Public Health messaging / activities</b>	Comms / Director of Public Health	Following national / multi-agency guidance	✓	
<b>BECC Situation Report (SitRep) to the LLACC</b>	DRA	Use London template; consult with Council Silver		✓
<b>Managing staff welfare concerns</b>	Director of Human Resources		✓	✓
<b>Business Continuity implications</b>	Resilience Manager		✓	✓
<b>Town Hall Flag lowered</b> <i>(Borough flag at half-mast unless otherwise instructed)</i>	Head of Corporate Facilities	Further advice via MHCLG	✓	✓
<b>Book of condolences opened (Town Hall)</b>	Head of Corporate Facilities	Supported by the Town Hall Concierge Team	✓	✓
<b>Minute Silence / Memorial</b> <i>(as advised by MHCLG to Chief Executive)</i>	Head of Corporate Facilities / Town Hall Facilities Manager	Includes staff tannoy message		✓
<b>Establish Recovery Coordinating Group (RCG)</b> <i>(Local Authority led multi-agency strategic group. Should be operating before formal handover from the MPS to LA)</i>	Council Gold / Resilience Team	Proportionate to the scale of the incident; Guidance as per the London Recovery Management Framework	✓	
<b>Long term planning and group management</b>	Council Gold Group / Council Silver	Jointly decide medium to long term strategy for coordination of response and recovery activities, implemented by Council Silver.	✓	

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## H.11 - APPENDIX 12: Incident Initial Situational Awareness Form

<b>Completed by</b>	<i>Name</i>	<b>Date</b>	<i>HH:MM</i>
	<i>Role</i>	<b>Time</b>	<i>DD/MM/YY</i>
<b>Duty Resilience Advisor</b>	<i>Name</i>	<i>Contact number</i>	

<b>Major incident declared?</b>	Yes / No	
<b>Exact location</b> <i>(Include postcode)</i>		
<b>Type of incident</b> <i>(e.g. Flooding / fire)</i>		
<b>Hazards present</b>		
<b>Access</b>		
<b>Numbers</b>	# of people evacuated:	
	# of properties evacuated:	
	# of missing:	
	# of injured:	
	# of fatalities:	
<b>Emergency services present</b>		

<b>Council services already mobilised</b>  <i>(e.g. LALO / Rest Centre / Highways / Duty Press Officer)</i>	
<b>Issues requiring escalation</b>	