London Borough of Haringey

Emergency Management Plan

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Critical Information

Any member of staff witnessing what they believe to be a major incident should ensure their own safety first, and then contact the emergency services on 999 before taking any other action, unless they are certain they have already been called.

The **Duty Emergency Planning Officer** (EPO) will assess any incident, and initiate the Council's response.

A director or assistant director is on call at all times to take overall control of a major incident. This officer is known as **Duty Gold**.

The lead officer coordinating the Council's response at the scene of a major incident is known as the **Local Authority Liaison Officer**. This officer coordinates the actions of all other Council officers at the scene with those of the Emergency Services.

The Council's overall response will be coordinated through the **Borough Emergency Control Centre.**

Further plans may be used to deal with other aspects of the emergency including:

- **Warning Informing and Alerting Protocol**

- **Emergency Welfare Plan**

- **Recovery Management Plan**

- **Business Continuity Plan**

There are further partnership plans for emergency response and recovery, held by the **London Resilience Forum** and the **Haringey Resilience Forum**.

Contents

1 Governance

1.1 Plan distribution

The Emergency Management Plan is maintained as an electronic document only. The following people will be notified of a change to the plan:

- Haringey Council Cabinet Members

- Haringey Council senior managers and emergency response officers

- Members of the Haringey Resilience Forum.

1.2 Confidentiality

The main body of the plan is OFFICIAL, and will be published on the Haringey Council website.

Information in the plan which is protectively marked as "OFFICIAL-SENITIVE" is contained in Annexes. This full version will be published internally on AI Control Point, and externally on Resilience Direct for the use of officers needing access to the information.

Information is protectively marked for one of the following reasons:

- Containing personal details, not in the public domain. These will not be generally released, as required under the Data Protection Act;

- Operationally sensitive information, protectively marked by the UK Government;

- Operational sensitive information, judged to be only required to be known by those using the protocol operationally.

1.3 Version Control

Officers printing or storing personal copies of this plan are requested to dispose of previous versions in a manner appropriate to its protective marking.

1.4 Version History

Date	Issue	Revision Details
July 2004	V1	First issue (standalone)
October 2005	V3	Review
March 2006	V4	Annual update
April 2007	V5	Updated and expanded
June 2008	V6	Annual updates
December 2009	V7	Annual updates
December 2010	V8	Issued as Integrated Emergency Management Manual
July 2012	V9	Annual revisions
January 2014	V10	New version (standalone)
Sept 2016	V11	Annual revisions (not issued)
October 2017	V12	Annual revisions

2   Introduction

2.1 Purpose of the Emergency Management Plan

The purpose of the Emergency Management Plan is to allow Haringey Council to respond effectively to:

- Reduce, control or mitigate the effects of an emergency

- Take any other action necessary in relation to an emergency.

2.2 Definition of 'emergency'

In Part 1 of the Civil Contingencies Act (2004), 'emergency' is defined as:

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

For the purposes of Haringey Council's Emergency Plan, an emergency will be deemed to have taken place if it is has been declared as such by an officer acting under the authority of the Chief Executive, or nominated deputy.

The following levels of emergency may occur:

Level 1: A small-scale incident. Typically a short-lived incident with localised impact, dealt without extensive use of Council resources, and not requiring full activation of the Emergency Plan.

Level 2: A Major Incident. An emergency requiring a response from multiple departments, beyond the scope of normal working practices. This may include the response to a regional or national emergency in which the response of the Council is part of a wider response.

2.3 Local Authority responsibilities in an emergency

Following the declaration of a major incident, or where requested in any other emergency situation, the Local Authority acts in support and in partnership with the emergency services. The response will be flexible and in proportion to those resources available at the time.

During a major incident the Council will maintain its normal day-to-day services to the local community. If the Council is itself affected by the emergency, this will be managed in accordance with the Business Continuity Plan.

Subject to statutory duties to provide certain services, the Council may be able to:

- provide support for the emergency services;

- provide support and care for the local and wider community;

- use resources to mitigate the effects of an emergency; and,

- co-ordinate the response by organisations other than the emergency services.

It is in the later stages of a major incident (the recovery period and return to normality) that the Council's involvement may be prolonged and extensive.

2.4 Scope

This plan deals primarily with responses to Major Incidents. Aspects of this plan will be used to manage a small-scale disruptive incident, according to the needs of the situation.

This plan deals primarily with the Council's response, and that of organisations work for the Council. However, every emergency response is a partnership effort.

A number of other plans may be used to respond to emergencies. These include:

- capability plans, dealing in detail with how particular parts of an emergency response may be carried out;

- hazard-specific plans dealing with particular kinds of emergency situations;

- location-specific plans, dealing with particular places usually with particular risks associated with them.

Such plans supplement the Emergency Management Plan. Where such plans are at variance with the Emergency Management Plan, the arrangements contained within those plans supersede the Emergency Management Plan.

2.5 References to other plans

2.5.1   Capability plans

The following generic plans are likely to be used by Haringey Council in any emergency:

Name of plan	Owner	Purpose
Warning, Informing and Alerting Protocol	Haringey Resilience Forum	Describes how the Haringey Resilience Forum partners will communicate with the public, partners and others in an emergency.
Emergency Welfare Plan	Haringey Council	Describes how the council and its partners protect the welfare of people affected by emergencies.
Recovery Management Plan	Haringey Council	Describes how the Council will work with partners to lead the recovery of the borough from an emergency.
Business Continuity Plan	Haringey Council	Describes how the council will maintain and/or recover essential services during and after an emergency.
Borough Emergency Control Centre Manual	Haringey Council	Describes the operational and technical procedures for operating the Borough Emergency Control Centre.

The following regional plans may also be used in many types of emergencies and are reflected in this plan.

- London Emergency Services Liaison Panel Major Incident Manual
- London Strategic Coordination Protocol
- London Mass Evacuation Plan
- Mass Casualty Framework
- Mass Fatalities Framework
- Mass Shelter Framework
- London Humanitarian Assistance Plan
- Science and Technical Advice Cell Arrangements
- Recovery Management Protocol.

2.5.2   Hazard specific plans

The following plans will be used in relation to specific types of emergencies affecting Haringey.

Name of plan	Owner	Purpose
Haringey Influenza Pandemic Plan	Haringey Resilience Forum	How Haringey Resilience Forum partners will respond to a Flu Pandemic.
Haringey & Enfield Excess Deaths Plan	Haringey Council	How large numbers of deaths within the boroughs of Haringey and Enfield will be managed.
Haringey Multi-Agency Flood Plan	Haringey Resilience Forum	To provide a coordinated multi-agency response to a flood event in Haringey.
Contingency Plan for Notifiable Animal Diseases	Haringey Council	How the Council will respond to an outbreak of an animal Disease.
Haringey Water Supply Disruption Plan	Haringey Council	How the Council will support water suppliers in distributing water to residents during a disruption to water supply.

The following regional plans relate to specific hazards. Topic sheets and operational notes are held separately if these plans are used.

- Adverse Weather Framework
- Drought Response Framework
- Multi-agency Off-Site Reservoir Emergency Plan
- Pandemic Influenza Framework
- Strategic Flood Response Framework
- London Water Supply Disruption Framework
- London Power Supply Disruption Plan
- Major Accident Hazard Pipelines Emergency Plan (MAHP)
- London Chemical, Biological, Radiological Response Framework
- Radiation Emergency Preparedness & Public Information Regulations (REPPIR)
- London Fuel Disruption Protocol.

2.5.3   Legislation and non-statutory guidance

Local Authority emergency planning responsibilities are set out in primary legislation, regulations and statutory guidance:

- Civil Contingencies Act (CCA) 2004

- Civil Contingencies Act 2004 (Contingency Planning) Regulations 2005

- Emergency Preparedness - statutory guidance on Part 1 of the CCA 2004, its associated Regulations and non-statutory arrangements, Cabinet Office

- Emergency Response and Recovery – non-statutory guidance accompanying the CCA 2004.

In addition to the main Act there are also a number of Acts and Regulations that apply to emergency planning and response, including:

- The Local Government and Housing Act 1989

- Control of Major Accident Hazards Regulations 1999 (COMAH)

- Pubic Information for Radiation Emergencies Regulations 1992 (PIRER)

- Pipelines Safety Regulations 1996

- Food and Environment Protection Act 1985

- Public Health Act 1996 and Coroners Rules 1953

- Animal Health Act 2002.

3. Activation the Emergency Management Plan
3.1 Summary

The Duty EPO is responsible for determining the appropriate response to a potential or actual disruptive incident. This process is summarised in Figure 1.

The Council will declare a major incident on the decision of the Chief Executive or Duty Gold, usually on the advice of an Emergency Planning Officer (EPO).
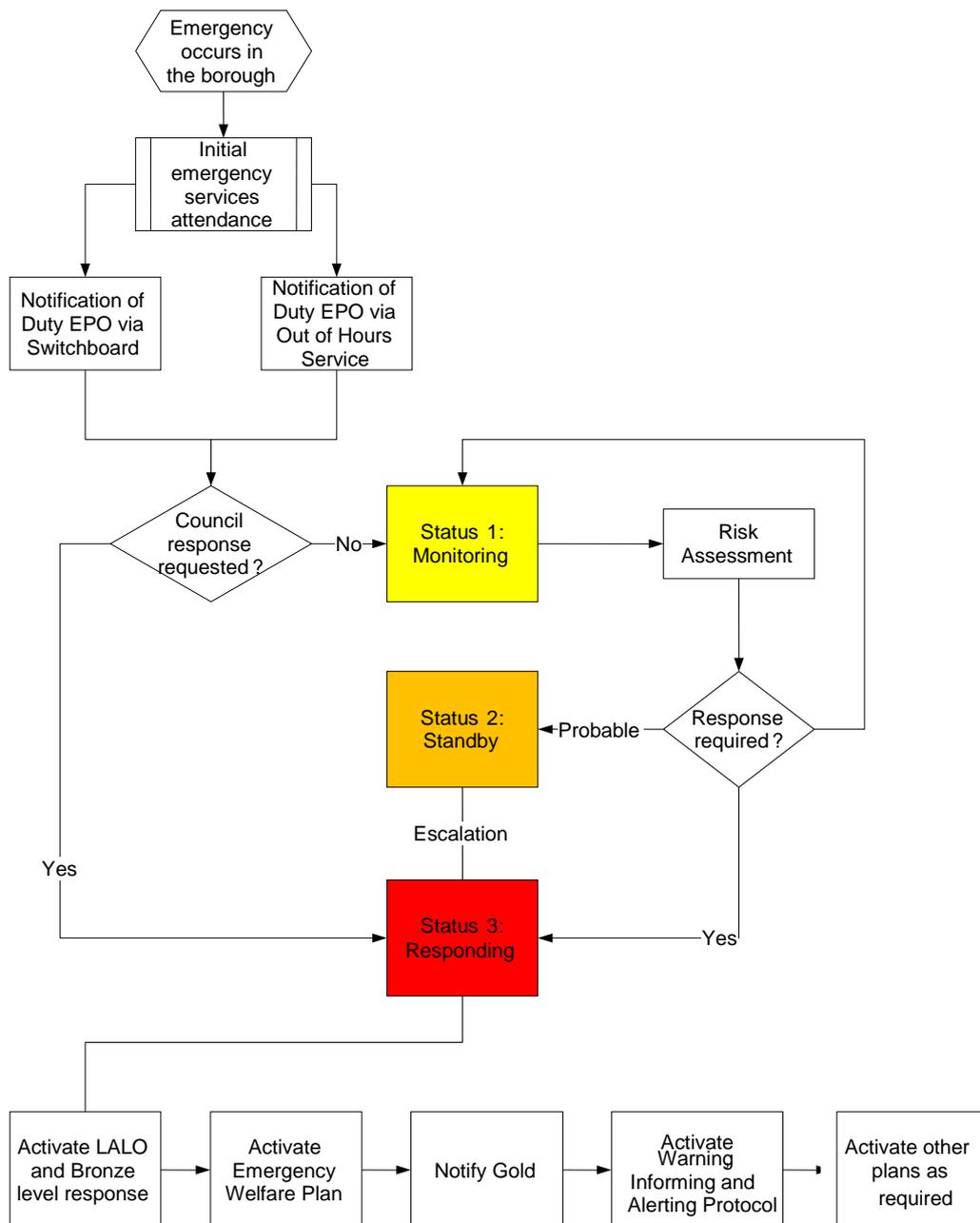
Figure 1: Activation process

3.2 Warnings and initial notification

Generally, initial notification of an incident will come from one of three sources:

- notification from partners;

- notification from staff;

- notification from residents.

3.2.1 Sudden impact emergencies

A sudden impact emergency is one that occurs without warning e.g. house fire or burst water main.

The Council usually receives information of sudden impact emergencies via telephone call from the police, other emergency services or Council services. A major incident is therefore likely to be notified by this route also. During normal working hours, the call will most likely come into the switchboard. Outside of normal working hours, the call will be routed to Haringey Out-of-Hours Service.

3.2.2 Rising tide emergencies

Rising tide emergencies are developing situations which are deteriorating to the point where serious consequences become likely to occur. The lead-in time presents the opportunity to manage the risks and prepare for the consequences.

Certain agencies have established early warning mechanisms for directly notifying the Council and partners to advise an increased risk in relation to a particular hazard.

The table below shows early warning systems:

Hazard	Early Warning System	Description	Lead Agency
Severe weather	National Severe Weather Warning Service *Funded by UK Government*	Warning service for the public and emergency services which provide advanced warning of severe or hazardous weather which has the potential to cause damage, widespread disruption and/or danger to life. This includes warnings about rain, snow, wind fog and ice.	Met Office
Heatwave	Heat Health Watch Service (1 June to 15 September) *Funded by Public health England*	The service acts as an early warning system forewarning of periods of high temperatures, which may affect the health of the UK public.	Met Office

Cold weather	Cold Weather Health Watch System (1 November to 31 March) *Funded by Public health England*	The Cold weather health watch comprises four levels of response based on cold weather thresholds. The thresholds have been developed to trigger an alert when severe cold weather is likely to significantly affect people's health. The alerts take account of temperature along with other winter weather threats such as ice and snow.	Met Office
Flooding - river, surface water, tidal/coastal and groundwater	Flood Forecasting Centre	Provide the best possible intelligence picture by combining our meteorology and hydrology expertise into a specialised hydrometeorology service, and support to the Category 1 and 2 emergency response community.	Met Office and Environment Agency

3.2.3 London-wide emergencies

In the event of a partner agency experiencing or having knowledge of a live or potential disruptive, critical major incident or emergency that may impact London or another partner organisation, they will notify the London Resilience Group (LRG) duty manager via a pre-described method.

Following the initial assessment of an incident the LRG duty manager may send an initial 'notification' holding message to London Resilience Pagers held by each borough and/or a simultaneous automated mass-message to all EPO's in London. This will likely be followed by an email containing further information to inform partner organisations of the situation and confirmation of required actions or standby arrangements.

3.3 Assessment

Upon receiving notification of an incident or developing situation, the Duty EPO will assess the situation and determine what actions are required, or may be required to respond to the incident

3.3.1 Assessing warnings

The Duty EPO will undertake a risk assessment, considering the following questions:

1. How likely is it that this will become a Major Incident?

2. How severe are the consequences likely to be?

3. How might the situation develop?

4. How much time is there likely to be between the warning and the event itself?

Depending on this risk assessment the Duty EPO will move the Councils operation status to 1 (monitoring), 2 (standby), or 3 (responding). See section 3.4 for definitions of these statuses.

The Warning, Informing and Alerting Protocol contains guidance on issuing warning to partners and the public. The presumption should be that warnings should be passed on, unless there are good reasons not to do so.

3.3.2 Initial incident assessment

If the incident has already occurred, the Duty EPO should complete an initial assessment. This is likely to involve making contact with the emergency services and/or other relevant agencies in order to clarify the situation and confirm the information that has been reported.

The aim of the assessment is to answer the following key questions:

1. What level of response is needed?

2. Is this a major incident, or could it become one?

Figure 2 below gives guidance on what might be likely to trigger a major incident

Consideration	Routine incident indicators	Major incident indicators
Buildings	Damage to an individual building	Large building, or multiple buildings severely damaged
Infrastructure	Short term, small scale interruption to utilities	Substantial, wide-spread or long-lasting infrastructure damage or disruption.
Transport	Localised road closure, or station closure. Relatively short term.	Wide-spread road closures, impact on major routes or lines. Longer term station closures.
Environment	Short-term environmental concerns, little risk to public health	Serious risk to public health, or risk of long-term damage to the environment.
Residents and the general public	Local evacuation, small numbers of people affected. Small numbers of casualties, generally recoverable injuries.	Large evacuation area (200m radius or more). 100+ evacuees. Exclusion zones lasting 24 hours or more. Large numbers of casualties or fatalities. Serious acute risk to public health
Schools and early years	Limited impact on schools	Widespread disruption to schools, children potentially at risk.
Social care	Limited impact on social care settings	Significant disruption to multiple care settings, clients potentially at risk
Community confidence	Local concern, likely to be short-term. Local media interest.	Wide-spread and potentially long-lasting concern, feelings of outrage or anxiety. National media attention.

Figure 2: Major incident indicators

3.4 Status Definitions

The EPO may respond by moving the Council's operational status to one of the following:

	Status	Definition	Actions
1	Monitoring	The Council is aware of a situation that could develop into an emergency but is not taking any immediate operational action	Gather further information Advise other officers as needed
2	Standby	The Council expects to respond shortly and is taking preparatory steps	Alert response officers Determine likely operational actions
3	Responding	The Council is activating its emergency plan	Initiate appropriate operational actions Ensure Gold awareness

3.4.1 Status 1: Monitoring

If a situation or issue has the potential to escalate into a major incident, but it is judged not likely to do so immediately, the Duty EPO will monitor the situation.

Individual departments may already be responding to the situation using local procedures.

The key step is to ensure resources are available to maintain an awareness of the developing situation, and to make contact with any officers or partner agencies dealing with the situation as required.

This status does not require the Duty EPO to notify or alert other officers about the situation, although this may be done at their discretion, and is often appropriate.

3.4.2 Status 2: Standby

The stand-by procedure should be used when it is judged that activating the Emergency Plan is likely. This might be:

- in response to a specific threat or piece of intelligence; or,

- when an incident has happened but the scale/impact of the incident is unclear; or,

- during the early stages of "rising tide" emergency.

If the Terrorist Threat Level is put to "Critical", indicating a terrorist attack is imminent, the standby procedure should be used - please refer to the Action Plan for Critical Threat Levels for further guidance.

Action	Who?	When?
The Duty Emergency Planning Officer (EPO) should notify appropriate operational response officers. Alerted officers should make themselves available to respond. This does not preclude them from taking the initiative to take whatever measures are within his/her authority in connection with the incident.	Duty EPO	10 mins
Notify Duty Gold.	Duty EPO	30 mins
Call a Gold meeting as appropriate.	Duty Gold	As needed
Deploy officers as required to manage risks.	Duty EPO / LALO / Service Managers	As needed
Liaise with partners as appropriate to gain further information and coordinate actions.	Duty Gold / Duty EPO	As needed

3.4.3 Status 3: Responding

If, after assessing the situation, the Duty EPO decides that the incident is, or may become an Emergency, he/she will implement such parts of the Emergency Management Plan as are appropriate by contacting the relevant Emergency Response Officers from the appropriate services.

Emergency Response Officers will then call out such other officers as may be required.

The Duty EPO will consider which of the following actions may be appropriate:

Trigger	Action
Request from emergency services, or a need for coordination of multi-agency actions at an operational level	Sending a Local Authority Liaison Officer (LALO) to the scene to coordinate LA response in line with the Emergency Services
Incident involving multiple departments at an operational level	Opening the Borough Emergency Control Centre (BECC)
Any incident which the Council is required to respond to	▪ Alerting other organisations ▪ Warning and informing the public ▪ Notifying staff and members See the Warning, Informing and Alerting Protocol
The incident has or is likely to have a significant impact on the welfare of the community and/or vulnerable people	Activating the Council's Emergency Welfare Response See the Emergency Welfare Plan
The incident has, or is likely to, disrupt Council services	Activating relevant Business Continuity Plans

	See the Business Continuity Plan

There are also a wide variety of specific plans dealing with

- Particular hazard types

- Specific response capabilities.

The Duty EPO will contact Duty Gold and advise which of these actions have or will be taken.

3.5 Declaration of a Major Incident

Duty Gold or the Chief Executive is responsible for declaring a Major Incident for Haringey Council.

The Duty EPO will advise Duty Gold, and if appropriate, request that a Major Incident is declared.

Actions may be taken in line with procedures contained within this plan, without declaration of a Major Incident, should this be appropriate.

If the Council declares a Major Incident the Duty EPO will advise the Control Rooms of the relevant partner agencies.

3.5.1 Major Incident declarations by partner agencies

The Emergency Services definition of a "Major Incident" is as follows:

A major incident is an event or situation requiring the implementation of special arrangements by one or more of the emergency services. Typically, a Major Incident involves one or more of the following:

- Involvement, either directly or indirectly, of large numbers of people;

- The rescue and transportation of a potentially large number of casualties;

- The large scale combined resources of Police, London Fire Brigade and London Ambulance Service;

- The mobilisation and organisation of the emergency services and support services, for example: local authority, to cater for the threat of death, serious injury or homelessness to a large number of people; and transport operators actively managing the road and rail networks to support emergency response;

- The handling of a large number of enquiries likely to be generated both from the public and the news media - usually made to the police. (*Source: LESLP Major Incident Manual, 9th Edition*)

The declaration of a Major Incident by any Category 1 Responder requires that the Local Authority be prepared to provide a response to support the Emergency Services. In most cases, this will involve sending a LALO to the scene. However, it does not automatically trigger the activation of the Emergency Plan.

3.5.2 Activation of London Local Authority Gold

London Local Authority Gold (LLAG) will be activated to represent London Local Authorities at the Strategic Coordination Group in the event of an incident which has Pan-London impacts. In the event of LLAG activation, a mass message will be sent to all London EPO's. The instructions for acknowledgment of the message must be followed for AT LEAST one of the messages received.

In the event of LLAG activation, the Duty EPO will undertake the following actions (subject to specific instructions received in the LLAG activation message):

- inform the Chief Executive, Duty Gold, or other senior officer;

- arrange for the Borough Emergency Control Centre (BECC) to be set up;

- act on any additional information received.

If an emergency has occurred in the London Borough of Haringey which either: requires a London-wide response; or, which may have London-wide implications, these arrangements may be activated "bottom-up" by the Duty Gold phoning the duty LLAG directly for full activation (or following the process in noted in the Emergency Contacts Directory).

It may also be appropriate to contact the Duty LLACC Manager for "situational awareness" only.

4. Incident management structures

4.1 Principles

There are three levels of management used by all responding agencies, to ensure clarity about the responsibilities of the individual:

- gold (Strategic);

- silver (Tactical);

- bronze (Operational).

Gold refers to the strategic controller of each service. The Gold officers will attend the Strategic Co-ordination Group meetings (also known as the Gold meetings), which will be chaired by a senior police officer.

Silver takes charge if, and is responsible for formulating the tactics to be adopted by their service to achieve the strategy set by Gold. There will usually be one Silver officer from each responding agency, either at the scene or centrally located.

Bronze refers to the various teams with an operational role in the incident. This may refer to teams of fire-fighters tackling fires, or police officers manning cordons. Each responding agency may have multiple bronze teams.

4.1.2 London Emergency Services Liaison Panel (LESLP) procedures

Major incidents and emergencies in London are managed according to procedures and protocols laid down in the London Emergency Services Liaison Panel (LESLP) Manual.

Figure 4 summarises how the Council links to the multi-agency structures.

4.2 Regional multi-agency command and control

Full arrangements can be found in the London Strategic Coordination Protocol.

4.2.1 Strategic Coordination Group (Gold)

A Strategic Coordination Group (SCG) undertakes overall coordination of the response to a major incident, by setting and monitoring a multi-agency strategy for the response. It will normally be invoked for an incident with Pan-London implications, and would be chaired by a senior police officer. Local Authorities would be represented by LLAG.
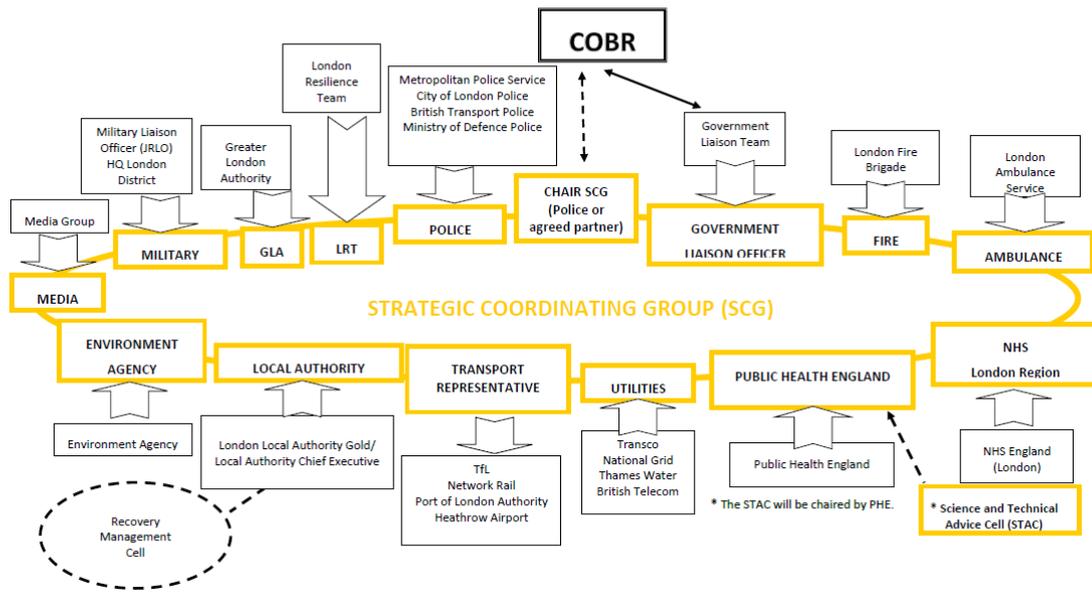
Figure 3: Strategic Coordination Group *(Source: Strategic Coordination Protocol)*

4.2.1.1 Scientific advice to SCG

The SCG can request scientific advice to guide its decision-making process. This can either be through the Scientific Advisory Group in Emergencies (which typically operates at the national level) or more typically through Scientific and Technical Advice Cells (STAC) which is generally led by Public Health England.

The Council may be asked to provide an Environmental Health Officer to attend the STAC.

4.2.2 London resilience partnership meetings

The London Resilience Team may, in consultation with the Metropolitan Police and other relevant agencies, agree to call a London Resilience Partnership meeting to deal with incidents that require some strategic coordination but have not been declared as Major Incidents.

Membership is likely to be based on the membership of the London Resilience Forum (LRF). The Local Authority Representative will be the chair of the Local Authority Panel (LAP) of the LRRF, or London Local Authority Gold.

4.2.3 London Local Authority Gold (LLAG)

A London Local Authority Chief Executive is pre-nominated as London Local Authority Gold (LLAG or LA Gold). London Local Authority Gold is empowered to represent and give undertaking(s) on behalf of London's 32 Boroughs and the City of London.

LLAG will also give early consideration to the wider recovery management issues and when appropriate recommend to the SCG Chair that, if not already convened, a Recovery Management Cell is established in accordance with the principles set out in the London Recovery Management Protocol.

LLAG will typically be based at a location provided by the Metropolitan Police, at which SCG meetings will be held. LLAG will be supported by a team of officers from their own authority, known as 'the Gold Cell'.

It is important to note that the executive empowerment of LLAG is in strict accordance with the Local Authority Gold Resolution (see Appendix 1), otherwise LLAG can only act in an advisory capacity to the SCG.

If an emergency occurs in Haringey requiring significant levels of mutual aid or cross-border coordination the escalation route is that the Chief Executive will contact the duty LLAG to discuss the situation. If LLAG is in agreement that pan-London coordination is required, the duty LLACC manager will be contacted to activate the LLAG structure.

4.2.4 London Local Authority Coordination Centre (LLACC)

The London Local Authority Coordination Centre (LLACC) will be established to coordinate communications to and from LLAG.

The LLACC will disseminate Situation Reports and requests for action from LLAG, and will request reports from London boroughs.

The LLACC is the normal route for requests for mutual aid in a pan-London emergency.

4.2.5 Pan-London Tactical Coordinating Groups (Silver)

Where pan-London SCG is in place, there will be a requirement for pan-London tactical coordination to develop tactical plans and co-ordinate activates and assets in line with the strategic direction.

The pan-London Tactical Coordinating Group (TCG) will inform and support the strategic decision making process and should be attended by tactical decision makers from the emergency services and relevant organisations and relevant partner organisations. It should not be confused with tactical or operational coordination functions discharged to differing degrees by the emergency services and other organisations at the scene of an incident

4.2.6 On-scene Coordinating Group (Bronze)

The On-scene Coordinating Group (also known as Bronze Coordinating Group) is located at, or close to, the scene of a major incident, at an agreed location known as the Forward Command Post (FCP). Multi-agency meetings of on-scene commanders are attended by the on-scene Incident Commanders as appointed by each emergency service and partner organisation.

The composition of this group may include tactical commanders, operational commanders and liaison officers depending on individual organisations internal command structures and whether they exercise tactical command at the scene or from a remote location / control room.

Regardless of the designation given to roles of on-scene commanders by individual organisations, meetings of the bronze coordinating group at the FCP should be attended by the senior decision maker located at the scene for each organisation. This Group may include tactical commanders but should not be confused with a pan-London Tactical Coordinating Group meeting. The On-Scene Coordinating Group may appoint

multi-agency sub-groups of operational commanders assigned to coordinate specific functions, tasks, or geographical locations.
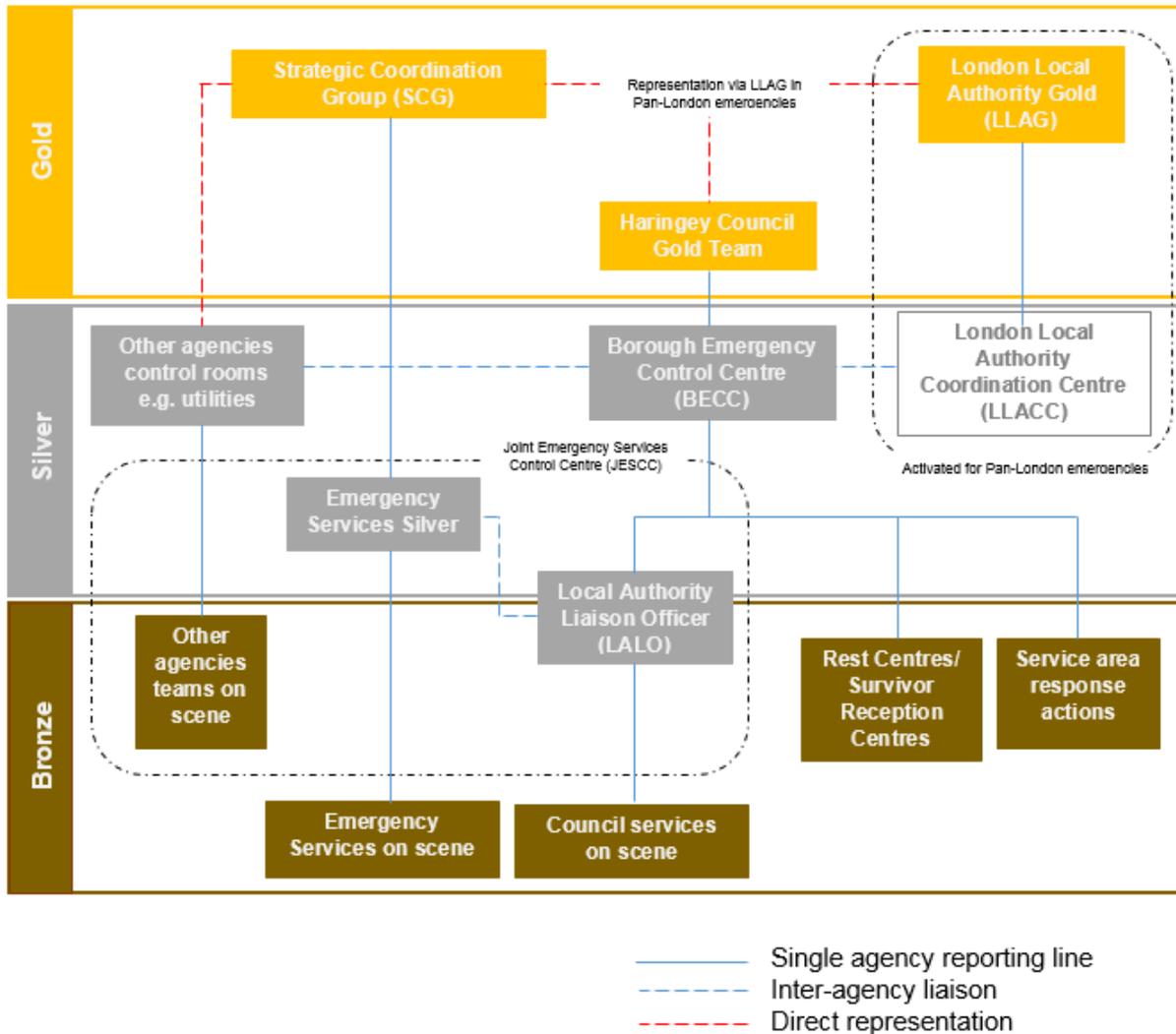
Figure 4: Command, Control and Coordination Structure

4.3 Local multi-agency command and control

4.3.1 Haringey Council Gold Group

The role of the Haringey Council Gold Team is to agree the strategic response of the Council to an emergency.

The Gold Team will be chaired by the Chief Executive or Duty Gold.

It will be attended by key directors and assistant chief executives, or their nominated representatives, as invited by the Chair.

It will also be attended by:

- Assistant Director - Strategy & Communications

- BECC Manager

- ▪ Chair of the Business Continuity Response Group (see Corporate BCP)

- ▪ Other officers/partners as invited.

The purpose of Haringey Council Gold Team is to:

Set strategic priorities for the Council's response, with reference to the strategy set by the SCG (if activated) and/or London Local Authority Gold

- ▪ Monitor progress of the response against these priorities, and take actions as needed

- ▪ Agree key public messages

- ▪ Consider the wider impacts and longer-term issues

- ▪ Manage key stakeholders.

4.3.2 Local multi-agency Gold Group

A local multi-agency Gold Group is also possible for incidents that are confined to the borough. In this event, Haringey Council Duty Gold would ensure the Council is represented by one or more appropriate senior officers.

These groups are often called by the police, and may involve members of the community requested to attend by the police. The Council may also call a Gold Group.

The protocol for these meeting is set out in the Haringey Strategic Coordination Protocol.

4.3.3 Haringey Council Tactical Coordination (Silver)

The Council will nominate a Silver Officer to take tactical control of the Council's response. Normally this officer will be the Borough Emergency Control Centre (BECC) Manager, but it may be necessary to separate these roles.

4.3.4 Borough Emergency Control Centre (BECC)

The purpose of the Borough Emergency Control Centre (BECC) is to co-ordinate activities across all departments of the Council and with partners.

Locations for the BECC and Alternate BECC are provided in the BECC Manual.

A BECC Manager will be appointed to manage the activities of the BECC. Senior Officers are pre-trained to coordinate specific areas of the response in the role of BECC Coordinators. The Duty EPO will call the BECC Coordinators who will notify any other officers required from their own service areas. Other control room personnel, such as BECC Agents, Information Managers and BECC Link Officers (where the London arrangements have been invoked) will be required to support the control room.

It may be appropriate for representatives of one or more of the Emergency Services to provide a liaison officer to the BECC.

In regional or national emergencies, it may be necessary to open the BECC at the request of London Local Authority Gold.

4.3.5 On-scene Tactical Coordination Group (Silver)

The emergency services will typically establish a Tactical Coordinating Group (also known as Silver Coordinating Group) to manage their operational response to a major incident.

The senior officer from each agency attending will usually be referred to as Police Silver, LFB Silver etc.

The Council will be represented by a Local Authority Liaison Officer (LALO).

The Tactical Coordinating Group will usually establish a Joint Emergency Service Coordination Centre (JESCC). This is usually formed at the command unit vehicles of the emergency services.

4.3.6 Local Authority Liaison Officer (LALO)

The LALO is responsible for coordinating the Council's response at the scene of the incident with that of the emergency services (and other partners, such as TFL).

The LALO coordinates the activities of all other Council officers and contractors at the scene.

The LALO represents the Council at On-Scene (Silver) Coordinating Group meetings.

The LALO provides regular feedback to the BECC (or Duty EPO). The BECC in turn provides support to the LALO by providing information and advice, or actioning requests as agreed with partners.

4.3.7 Operational Coordination (Bronze)

Officers leading individual elements of the response will be designated as Bronze officers. These are likely to be:

- Emergency call-out officers from Council service i.e. Dangerous structures engineers, Environmental Health Officers etc

- The Rest Centre Manager (see Emergency Welfare Plan)

- Duty Press officer.

4.3.7 Emergency Solutions Group

An Emergency Solutions Group (ESG) may be established in the event that significant logistical support is needed to deliver the response.

The ESG may be required for:

- Setting up Humanitarian Assistance Centres or similar (see Emergency Welfare Plan)

- Relocating services and staff as a result of a Business Continuity incident (see Business Continuity Plan).

An Emergency Solutions Group may involve representatives from:

- Corporate Landlord, and the Facilities Management contractor

- Shared Service Centre (IT and/or HR)

- Corporate Property and Major Projects

- Corporate Procurement Unit

- Representative from the organisation or service to whom the support is being delivered.
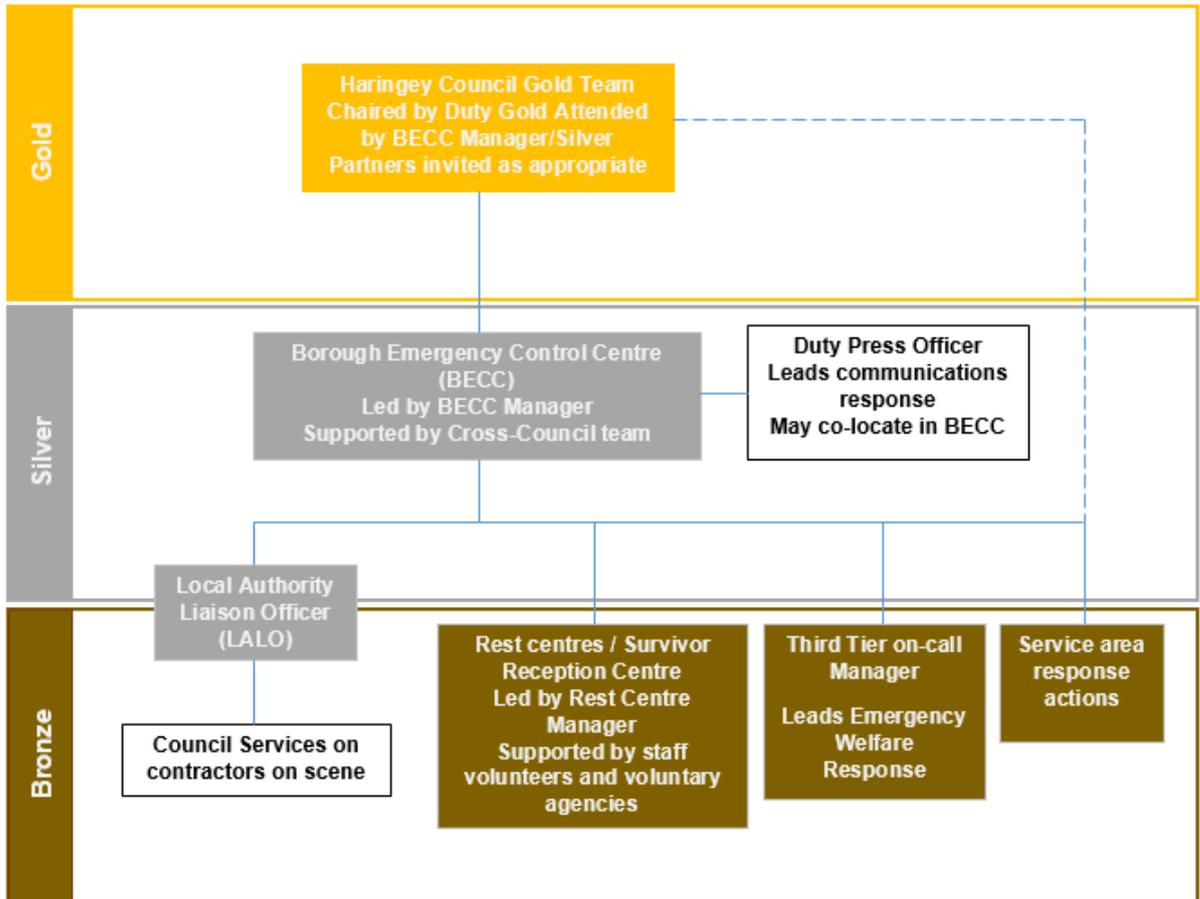
Figure 5: Local incident structure

5. Roles and responsibility

5.1 Local Authority

5.1.1 Overview

The Council's role can be summarised as:

- Providing support for the emergency services

- Providing support and care for the local and wider community

- Coordinating the community response

- Leading the longer-term recovery process.

5.1.2 Service area responsibilities

The Council's responsibilities are assigned to specific teams or departments within the Council. These are shown in Figure 6.

All service areas are also required to have a Business Continuity Plan, to ensure they are able to maintain their service during and in the aftermath of a major incident.

5.1.3 Role of Elected Members

During Major Incidents, the Chief Executive and chief officers have delegated powers to take any actions needed to respond to the emergency, and will prioritise the immediate needs of the situation.

In the event of a Major Incident, Duty Gold will inform the Leader, the Cabinet Member for Communities, and other Cabinet Members as appropriate.This will be done at the earliest reasonable opportunity, subject to the operational needs to the incident. Throughout the incident Duty Gold will keep the Leader, Chairs/Cabinet Members and Ward Councillors advised of developments. For more information, see the Warning, Informing and Alerting Protocol.

The Chief Executive and Leader will discuss the most appropriate means for engaging with Members. Briefings and engagement are likely to become more formalised as the incident moves from the initial response to the longer-term recovery. Suggested structures are set out in the Recovery Management Plan.

A Cabinet Member will act as spokesperson for the Council, should this be required by the Communication Unit.

Other Members may well wish to visit rest centres etc. to give moral support or practical help to survivors. Whilst this may often be appropriate, Members should have regard to the advice of officers, as regards the emotional state of affected people, and issues such as privacy, safety and security.

Members can often provide useful local knowledge, contacts and feedback from residents about their concerns. This sort of input is very welcome in informing the multi-agency response strategy, and may be passed to the BECC, or another appropriate officer.

Whilst it is appropriate and useful for Ward Councillors to raise concerns and offer community resources to support the response, officers will not act under their instruction. Officers will have regard to the process for Members Enquiries when dealing with a request for information from Members, whilst also seeking to reflect the urgency of the situation.

Director for Commercial and Operations

Operations and Commercial
Local Authority Liaison Officer
Traffic Management
Street lighting & highways repairs
Street Cleansing
Flood management
Waste Management
Hazardous material clean up
Winter service (Gritting)
Abandoned vehicles removal
CCTV coverage
Marshalling
Environmental Health
Animal disease recovery
Infrastructure recovery
Removal of fallen trees
Provision of Sport Centres as Emergency Centres
Emergency procurement support
Evacuation transport

Shared Service Centre
Emergency benefits issues
Technical support to incident response
Shared digital

Director for Transformation and Resources

Transformation and resources
HR Issues
Occupational Health Advice

Customer Services
24/7 external point of contact
Emergency Customer support

Homes for Haringey

Rest Centre Management
Emergency shelter and accommodation
Housing Advice
Engagement with Registered Social Landlords
Emergency repairs to Council Housing
Welfare support to tenants
Tenant engagement

Deputy Chief Executive

Children's Services
Emergency welfare support to children
Communication with providers

Adult Social Services
Emergency welfare support to vulnerable adults
Evacuation of vulnerable people from care settings
Communication with care providers
Humanitarian Assistance
Emergency discharge support to Acute Trusts
Voluntary sector engagement

Public Health
NHS and PHE Liaison
Advice re health issues
Initial assessment & Incident Management
Health and safety advice
Health and wellbeing recovery

Commissioning
Intelligence support
Community Engagement

Schools and Learning
Communication to schools and settings

Strategic Director of Regeneration, Planning and Development

Planning
Dangerous Structures

Regeneration
Economic Recovery

Corporate Property and Major Projects
Logistical support to the response

Strategy and Communications
Communication to the public and staff
Gold Support
BECC Link to LLACC

Corporate Governance
Legal advice to gold

Finance
Finance Control
Administer claims to assistance schemes

Figure 6: Departmental Responsibilities

5.2 Homes for Haringey

5.2.1 Overview

Homes for Haringey have three main areas of responsibility:

- emergency accommodation, including Rest Centres;

- emergency repairs to Council housing;

- welfare support to tenants.

Homes for Haringey also have a range of officers who can undertake resident engagement and outreach activities.

5.2.2 Activation

The Emergency Repairs response can be activated by contacting the duty Call-Out Manager.

Emergency Housing can be accessed by contacting the Housing Advice team.

Where a Rest Centre is required, this should be activated via the Duty EPO who will deploy the Duty Rest Centre Manager to open an appropriate premise.

Welfare support for tenants can be activated via the Duty EPO who will notify the HfH Emergency Response Officer (ERO). The HfH ERO can activate HfH senior management as necessary.

All these services can be accessed outside of normal business hours via the Out-of-Hours Service.

During office hours it may be appropriate to liaise directly with key officers from the HfH, if there is:

- prior information about a risk or threat; and/or,

- an incident affecting community confidence but no physical damage to properties.

5.2.2.1 Emergency repairs

The Call Out Manager will:

Attend the scene of the incident, and make contact with the Haringey Council LALO.

- assess the impact on HFH tenants and properties;

- deploy operatives and contractors as needed to affect repairs to buildings and reinstatement of services;

- liaise as needed with utility companies;

- contact and activate a response from the rest of Homes for Haringey to support residents (especially from Estate Services, Tenancy Management and Resident Engagement).

5.2.2.2 Emergency welfare response

Officers from HfH will provide support to residents as needed, and in partnership with the Council:

- managing rest centres and providing emergency accommodation to displaced residents;

- provision of information to tenants (and leaseholders);

- participation in the Council's rest centre scheme;

- use of officer knowledge and information on OHMS to identify vulnerable tenants;

- mobilisation of officers to provide additional support to vulnerable tenants, particularly where the decision has been taken not to evacuate.

5.2.3 Command and control

Homes for Haringey will maintain its own line management arrangements throughout the response. In the case of officers called out under the Rest Centre scheme, they will act under the direct instruction of the Rest Centre Manager.

Coordination with the Council and wider partnership will be achieved through:

- attendance at Haringey Council Gold meetings, and if requested at partnership Gold meetings;

- provision of liaison officers to the BECC;

- direct communication between the Call Out Manager and the LALO.

5.3 Emergency Services

5.3.1 Metropolitan Police Service (MPS)

The primary areas of police responsibility at a major incident are:

- The saving of life together with the other emergency services

- The co-ordination of the emergency services, local authorities and other organisations acting in support at the scene of the incident

- To secure, protect and preserve the scene and to control sightseers and traffic through the use of cordons

- The investigation of the incident and obtaining and securing of evidence in conjunction with other investigative bodies where applicable

- The collection and distribution of casualty information

- The identification of the dead on behalf of Her Majesty's (HM) Coroner

- The prevention of crime

- Family liaison

- Short-term measures to restore normality after all necessary actions have been taken.

5.3.1.1 Haringey Police

Haringey Borough Operational Command Unit (BOCU) from the North East Cluster of Boroughs serves the London Borough of Haringey.

An Assistant Commissioner is in overall command of the area and a Chief Superintendent is in command of the BOCU.

The areas main operational stations are at Hornsey and Tottenham. There is a Front Counter and separate patrol base in Wood Green.

5.3.2 London Fire Brigade (LFB)

The primary area of the LFB responsibility at a major incident are:

- Life saving through search and rescue

- Fire fighting and fire prevention

- Rendering humanitarian services

- Management of hazardous materials and protecting the environment

- Provision of qualified scientific advice in relation to HazMat incidents

- Scientific advisors

- Salvage and damage control

- Safety management within the inner cordon

- To maintain emergency service cover throughout the LFB area and return to a state of normality at the earliest time.

5.3.2.1 Haringey LFB

The London Borough of Haringey is served by Eastern Command of the London Fire Brigade, with headquarters at 2, Ferns Road, Stratford, London. E15.

There are two fire stations in Haringey:

- Hornsey Fire Station, 108 Park Avenue South

- Tottenham Fire Station, 49 St Loy's Road.

5.3.3 London Ambulance Service (LAS)

The primary area of responsibility for the LAS at a major incident may be summarised as:

- To save life with the other emergency services

- To provide treatment, stabilisation and care of those injured at the scene

- To provide appropriate transport, medical staff, equipment and resources

- To establish effective triage points and systems and determine the priority evacuation needs of those injured

- To provide a focal point at the incident for all NHS and other medical resources

- To provide communication facilities for NHS resources at the scene, with direct radio links to hospitals, control facilities and any other agency as required

- To nominate and alert the receiving hospitals from the official list of hospitals to receive those injured

- To provide transport to the incident scene for the medical incident officer (m10), mobile medical/surgical teams and their equipment

- To arrange the most appropriate means of transporting those injured to the receiving and specialist hospitals

- To maintain emergency cover throughout the LAS area and return to a state of normality at the earliest time, and

- To act as a portal into the wider health services including the Public Health England Health Emergency Planning Advisors (HEPAs), and in the event of a chemical, biological, radiological or nuclear (CBRN) incident advice on the convening of the STAC, which will be able to advise and lead as far as health advice is concerned.

5.4 National Health Service

5.4.1 NHS England

NHS England will be responsible for ensuring ongoing provision of health care to residents of Haringey, working with Haringey Clinical Commissioning Group (CCG) and provider organisations.

NHS England ensure the availability of health resources for health emergencies such as infectious disease and chemical, biological and radiological hazards (in partnership with the Public Health England).

NHS England can be called via 111 to provide medical support to displaced people (e.g. prescriptions urgently needed).

5.4.1.1 Hospitals

There are no acute hospitals in Haringey which would take casualties from a major incident. The following hospitals have Accident and Emergency Departments where people injured as a result of an emergency incident may be taken (known as 'Receiving Hospitals'). However, other hospitals may be used as needed. The hospitals where casualties will be taken are nominated by the LAS at the time of the incident.

- Whittington Hospital

- North Middlesex University Hospital.

5.4.2 Public Health England

Public Health England is the lead agency with responsibility for providing health advice to the public.

They will be involved in any emergency relating to communicable diseases. They should also be notified if there is any possibility of a toxic release – for example, smoke emissions, hazardous chemicals etc.

Regulatory Services are responsible for the notification of incidents to Public Health England via Environmental Health.

5.5 Government Agencies

5.5.1 Environment Agency

The Environment Agency (EA) may be involved in any emergency leading to risks to the environment – e.g. the release of toxic materials.

The EA has a lead responsibility for warning and informing the public and other responding agencies in relation to flooding of main rivers.

5.5.2 Health and Safety Executive

The Health and Safety Executive (HSE) are able to provide advice to the emergency services or other responders in the event of a major incident.

The HSE will predominantly be involved in investigating an incident after the initial response.

The Local Authority Unit (LAU) of the HSE should be notified immediately of any relevant major incident, and be provided with appropriate contact details. The LAU has a plan for responding in such circumstances. Notification will be by the Health and Safety Manager.

Callers should make it clear that a major incident in an LA enforced premises has occurred and that, as per these instructions, LAU should be informed.

5.6 Government departments

Various government departments and agencies may become involved in the response to an emergency.

If an emergency has been assessed as requiring central government involvement, this will result in the Civil Contingencies Committee sitting in emergency session in the Cabinet Office Briefing Room (COBR). A Lead Government Department will be nominated, who will provide a Government Liaison Officer (GLO) to the Strategic Co-ordination Group.

5.6.1 Department for Communities and Local Government (DCLG)

DCLG are the lead government department for issues relating to local government. They are likely to be very involved in issues relating to civil disorder, community cohesion or other related issues.

Issues relating to funding of the Council's response and recovery are likely to be a matter for DCLG.

5.6.2 Home Office (HO)

The Home Office are the lead government department for terrorism, and other issues relating to law and order. They are also likely to play a lead role in particular capabilities such as mass fatalities.

5.6.3 Ministry of Defence: Military Aid to the Civil Authorities (MACA)

Under some circumstances the Police or Local Authority can request support from the military through a system called Military Aid to the Civil Authorities (MACA). The armed forces can be brought in to deal with a range of situations including, but not limited to:

- Supporting response to serious severe weather situations, such as major flooding

- network failure or disruption; animal disease outbreaks or public health epidemics;

- criminal or terrorist activity

- explosive ordnance disposal.

It is important to note that there are no standing military forces for these tasks, so military support is not guaranteed. When military support is provided the civil authorities normally have to pay for it, in line with HM Treasury rules. See the 2015 to 2020 Government Policy: MACA for activities in the UK for further information.

5.7 Private sector, utilities and transport

5.7.1 Transport for London (TFL)

Transport for London is responsible for:

- London Underground

- London Buses (in conjunction with Bus operating companies)

- Traffic management of trunk roads in the capital (i.e. "Red Routes").

In an emergency they will have a key role in providing information to the travelling public.

They may deploy Incident Care Teams to support users of public transport affected by an emergency. These will attend at Survivor Reception Centres or similar.

5.7.2 Train Operating Companies and Network Rail

Network Rail and Train Operating Companies will respond to any emergency affecting overground train lines.

Similarly to TFL, they may deploy care teams in the event of serious injuries or disruption to rail passengers.

In general, Network Rail will provide a representative a Silver Coordinating Groups, who will speak on behalf of the rail sector.

5.7.3 National Grid

National Grid are responsible for responding to any emergency affecting Gas Supplies. They will aim to attend any uncontrolled escape within one hour.

They can be contacted 24 hours a day through the National Gas Emergency Service.

5.7.4 British Telecommunications (BT)

BT will support a multi-agency response to incidents, and provide a representative to attend the Gold Command Centre. BT call their representative a 'Police Liaison Manager' (PLM), but their role is to support all agencies at Gold, including all of the Emergency Services.

BT maintains trained staff to deal with emergencies. Their roles vary from Strategic Emergency Control Manager, Incident Manager and Forward Control Manager (i.e. similar to Gold, Silver and Bronze) and are backed by a specialist team of Emergency Planners.

BT do not automatically send a PLM to Gold, and a request to activate our PLM must therefore be made, via the BT Emergency Link line.

Emergency Facilities:

- Emergency repair of existing communications

- Emergency provision of additional communications such as radio pagers, mobile phones, exchange lines, payphone trailers (for the use of press or outside rest

centres), provision of facsimile machines, telex equipment and small switchboards.

N.B. BT has the right to charge for providing equipment.

5.7.5 Thames Water Utilities

Thames Water Utilities (TWU) are responsible for water supply, sewerage and sewage disposal.

TWU maintains an operational control room which will coordinate its response assets. This is operational 24 hours a day.

5.7.6 UK Power Networks

UK Power Networks (UKPN) is responsible for maintaining the electricity supply grid in the borough. They should be contacted in relation to any power supply interruptions relating to a major incident.

They are likely to be called to attend any potentially unsafe building where a live electricity supply may create an uncontrolled hazard to the public or emergency responders.

UKPN also maintain a Priority Services Register which notes those who have requested extra support during power outages. Further detail can be found in the Emergency Welfare Plan.

5.8 Voluntary sector

The following organisations have formal emergency response preparations:

- British Red Cross (BRC)

- Royal Voluntary Service (RVS)

- St. John Ambulance Brigade

- Cruse Bereavement Care

- Radio Amateurs Emergency Network (RAYNET)

- Royal Society for the Prevention of Cruelty to Animals (RSPCA).

5.8.1 Voluntary sector capabilities

Voluntary sector capabilities are set out in the London Resilience Voluntary Sector Capabilities Document. The key services that the Council may wish to draw upon are set out in the table below.

Services	Details	Organisation
Staffing and/or management of emergency centres	Providing volunteers to staff or manage various types of centres; Rest Centres, Family & Friends Reception Centres, Survivor	Red Cross, The Salvation Army, RVS, St John Ambulance, CRUSE, Faith Communities

Services	Details	Organisation
	Reception Centres, Humanitarian Assistance Centres, Emergency Mortuaries	
Feeding & refreshment provision	Feeding of emergency responders and/or those affected by the emergency (taking into account cultural considerations). Continuity of services i.e. meals on wheels	The Salvation Army, RVS, Faith Communities
Clothing	Sourcing and distribution of appropriate emergency clothing for those in need	Red Cross, The Salvation Army
Financial & legal advice	Providing financial advice about entitlements, grants, loans, claims, etc in relation to disaster appeals. Where direct advice is not available, signposting individuals to appropriate organisations and channels of information	Red Cross, Citizens Advice Bureau
Resettlement of affected populations such as evacuees	Providing practical & emotional support to individuals affected. May include providing such services as transport and escort, tracing & messaging, assisting individuals to access first aid services	Red Cross, The Salvation Army, St John Ambulance, Faith Communities
Support & comforting	Providing practical & emotional support through provision of telephone helplines or face-to-face meetings &/or visits. Services may include, listening, befriending, providing spiritual, religious or emotional support	Red Cross, RVS, The Salvation Army, CRUSE, Victim Support, Samaritans, Faith Communities
Information & advice	Providing telephone helplines, drop in centres, individual visits, leaflet drops, mobile units & other single points of contact for the community. Signposting individuals to relevant specialist organisations and information	Red Cross, RVS, The Salvation Army, Citizens Advice Bureau, CRUSE
Refugee services	Providing practical and emotional assistance to vulnerable asylum seekers & refugees, including	Red Cross, The Salvation Army, Faith Communities

Services	Details	Organisation
	orientation services, peer befriending, emergency support and provisions	
Home care & support services	Enabling regaining of confidence and independence through the provision of assistance with shopping, collecting prescriptions, offering companionship etc	RVS, Red Cross, Faith Communities
Bedding/Blankets	Sourcing & distributing appropriate bedding (e.g. blankets, sleeping bags)	Red Cross, St John Ambulance
Hygiene resources & advice	Sourcing & distributing of hygiene packs (e.g. wash kits, toiletries) and/or advice	Red Cross, RVS
Animal rescue & welfare	Providing people & equipment for the rescue of trapped, injured animals and/or provision of shelters and re-homing services	RSPCA, Blue Cross
First Aid & medical posts	Providing first aid & medical posts at various sites including reception and rest centres, incident sites	Red Cross, St John Ambulance
Transport of evacuees/displaced persons	Providing transport facilities to and from i.e. rest centres. Includes the provision of specialist transportation where applicable (i.e. disabled access)	Red Cross, St John Ambulance
Telephone & radio operators	Provision of volunteers to man telephones and/or radios, helplines etc.	Red Cross, St John Ambulance, RVS, The Salvation Army, CRUSE, RAYNET
Reception & registration duties in emergency centres	Completion of relevant local forms/police forms both manual and electronic	RVS, Red Cross, Faith Communities, The Salvation Army

5.8.1.1 Other voluntary and community organisations

There are a large number of local community, faith and voluntary organisations who may wish to play a role in the response to an emergency. The umbrella group for the voluntary sector is the Bridge Renewal Trust.

Offers of assistance should be directed to the Assistant Director of Commissioning to co-ordinate as appropriate.

5.9 Faith sector

5.9.1 Regional multi-faith response

The Faith response is coordinated through the London Multi-Faith Plan. This should be activated if there is a Major Incident.

5.9.2 Local faith response

It may be more appropriate to use local contacts to engage with the faith community. These can be called out via the Community Engagement Team, Haringey MPS or Haringey Adults Commissioning.

5.9.2.1 Salvation Army

The main roles of the Salvation Army are as follows:

- the provision of support to personnel involved in the emergency on-site response (emergency feeding, etc.);

- assistance at mortuaries (comfort for relatives, etc.), provision of escorts for the relatives of victims of the emergency incident;

- provision of street visitors, assistance at rest centres;

- (counselling and foreign language speakers) and the provision of spiritual counselling;

- the co-ordination of religious/spiritual assistance, including invoking the Church Callout Plan and contacting the Jewish Emergency Support Services (JESS).

The Salvation Army has mobile units and minibuses/cars, some of which are adapted for disabled people.

The Salvation Army will be called out to the scene by LFB (for any emergency involving 8 or more fire pumps). If further assistance is required, direct contact can be made.

6. Emergency procedures

6.1 Gold group procedures

The Haringey Strategic Coordination Group Protocol provides full details of how a strategic coordination group should be convened. The protocol includes key information such as terms of reference, a standard agenda template and a list of key contacts.

This section describes Haringey Council Gold Group procedures in outline only.

A Gold Group is formed to set strategic direction in incidents and situations with a high level of risk and uncertainty. The intention is therefore to bring together strategic decision-makers to ensure all parts of the Council (and if appropriate, partners) act in a coordinated way.

Duty Gold is responsible for ensuring appropriate representation.

Attendance should be requested from:

- senior officers, particularly directors or assistant directors from key service areas;

- communications representative;

- tactical coordinator and/or the BECC Manager;

- specific officers with a particular insight that may assist the formation of strategy, depending on the issues involved;

- Homes for Haringey and other partners as appropriate.

6.1.1 Conduct of Gold meetings

Gold meetings should:

- focus on setting and achieving strategic objectives;

- avoid operational decision-making that is better undertaken elsewhere;

- look at the wider context of the incident, and horizon-scan for possible future developments;

- to facilitate the meeting, the expectation should be that the BECC will produce a sitrep prior to the Gold meeting, in order to reduce the time spent on information-sharing;

- the agreed actions should be passed immediately to the BECC for action.

6.2 BECC procedures

BECC processes and systems are fully documented in the BECC Manual. This section describes the BECC procedures in outline only.

The role of the BECC is to ensure the Gold team's strategy is carried out by:

- tasking officers and giving direction;

- keeping track of progress, and maintaining a full awareness of the situation;

- ensuring all parts of the Council work closely together, and to align the Council's response with that of partners;

- actively gathering and managing information, and sharing it appropriately internally and externally in the form of situation reports, briefings and responses to ad hoc queries.

6.2.1 BECC Activation

The decision to activate the BECC is made in discussion with Duty Gold, by the Duty EPO or Haringey Council Silver. On making this decision the Duty EPO (or Haringey Council Silver) will:

- decide on the location to be used (primary or alternative);

- inform the site manager, and request attendance if required (unlikely to be necessary unless out of hours);

- determine a time to require staff to assemble;

- contact all staff required, either by SMS alert or telephone call and request attendance. Attend the BECC, and commence set up. Ensure all systems are operational;

- brief staff as they arrive and assign tasks;

- activate the BECC line;

- advise Duty Gold that the BECC is now operational. Request an all staff email advising that the BECC is now open (a template for this is provided in the BECC Guide).

6.2.2 BECC Structure

The BECC Manager, in consultation with Gold, is responsible for determining the staff required in the BECC, and for calling in the appropriate staff.

Figure 7 shows a typical BECC structure. These arrangements are indicative and should be varied to suit the specific needs of the incident.

It may be appropriate to invite one or more partner agencies to provide a liaison officer to the BECC, to facilitate communication between the Council and other agencies.

It should be understood that such requests will be dealt with on the basis of the resources available.

Homes for Haringey should be invited to provide a liaison officer if there are significant impacts to Council housing.
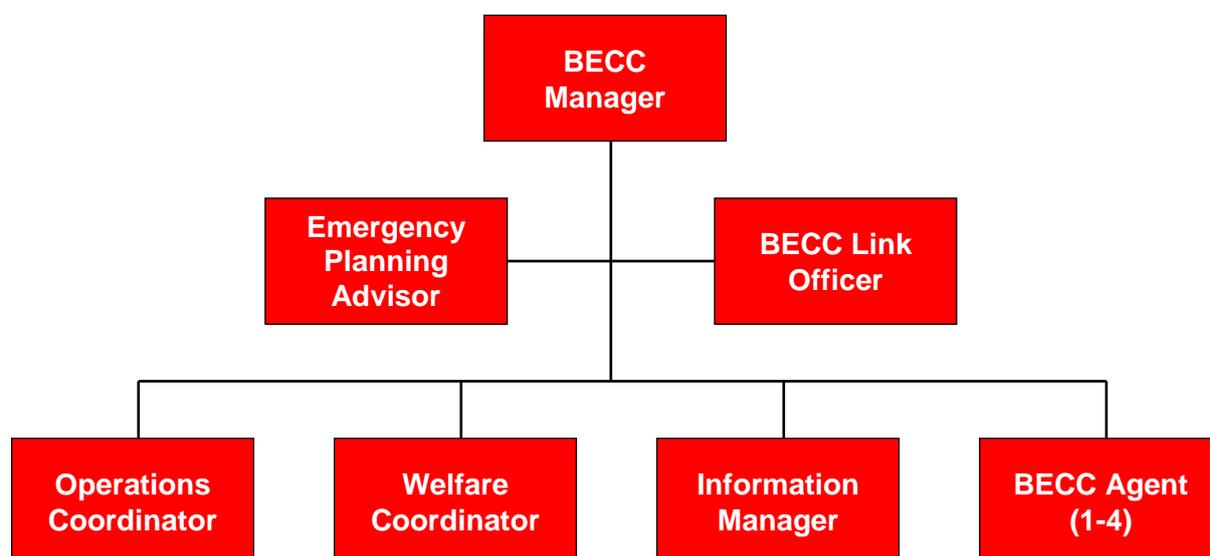
Figure 7: BECC Structure

6.2.4 Key relationships

Figure 8 shows the key relationships that BECC has, and the primary means for communication. This is not intended to be exhaustive.

Who	Method	Content
LALO	Telephone or radio	◊ Updates from the scene and Silver meetings ◊ Requests made by partners
Rest Centre	Telephone or radio	◊ Periodic updates from the rest centre ◊ Requests for support services (e.g. medication, equipment, supplies).
Duty Gold and Gold Team	Telephone or email	◊ Situation reports ◊ Tasking from Gold ◊ Updates on key actions
Partners	Telephone (Possibly email)	◊ Requests for information or action ◊ Situation reports & briefing notes
LLACC	Email, telephone or radio	◊ Situation reports to LLAG ◊ Requests for information or action from LLAG
Council Service Managers	Telephone or email	◊ Requests for information or action ◊ Business Continuity status updates ◊ Briefing notes
Staff	Telephone	◊ Adhoc requests for advice
Members	Telephone or email	◊ Adhoc queries ◊ Briefing notes
Public	Telephone	◊ Adhoc queries (if not dealt with by Customer Services)

Figure 8: BECC relationships

6.2.4.1 Situation Reporting

The Information Manager is responsible for preparing Situation Reports (SitReps). Each Situation Report must be approved by the BECC Manager or Silver Officer prior to issue.

The SitRep should be concise, and provide summarised information. It provides an update on what has happened, and they key priorities and issues.

Situation Report Type	Audience	Timing / Frequency
Initial Incident Details	Emergency Response Officers	First 10 mins – once only
EPO Initial Assessment	Internal responding staff	1st hour – once only

BECC to LLACC SitRep	LLACC	As requested by LLACC
General SitRep	Gold team, senior managers, responding officers	As directed by BECC Manager – probably every 2 hours
External briefing	Members and other key stakeholders	As soon as reasonably practicable. Probably daily – at the discretion of the Head of Comms.

6.3 Operational response

6.3.1 Incident Control Point

An Incident Control Point (ICP) may be established, if appropriate, by the Local Authority Liaison Officer (LALO). This will be the point from which Council's on-scene operations will be managed.

The LALO should establish an Incident Control Point if:

- There are several Council departments, contractors or members of staff present at the scene

- The incident is likely to require an ongoing presence.

6.3.2 Operational response capability

The response capabilities of the Council are documented below. Each of these activities will potentially have bronze-level officer leading this aspect of the response.

This table does not include details of welfare issues, communications issues, recovery or business continuity. For these aspects see the relevant plans.

Response Capability	Contact	Operational Notes
Traffic Management	Duty Highways Officer	Any major disruption to major routes in the borough will need a traffic management plan. The Council's Highways maintenance contractor can access cones, barriers and signage to assist with diversions. Transport for London Streets manage "red routes" across London and will need to be involved or advised in developing a traffic management plan.
Emergency repairs to highways	Duty Highways Officer	The Council is responsible for repairs to most highways and footpaths in the borough. Highways Inspectors will oversee work of contractors, whether employed directly or by another agency (e.g. utility company contractors).

Emergency lighting	Duty Highways Officer	Contractors used by Highways may be able to provide floodlights to assist with lighting at the scene of an incident. Contact Duty Highways Officer
Fallen trees	Duty trees officer	Removal / clearance of fallen trees can be undertaken by the Parks Service. It is important to note that the Council has a direct responsibility for trees on the public highway or public open spaces. Trees on private land that fall and cause a nuisance to others may require an enforcement notice or other legal action. However, the Council can clear obstructions to highway that emanate from private land. If the fallen tree has impacted on a building, it may be necessary to assess the structural damage prior to removing the tree (see Dangerous Structures).
Marshalling and Cordon Assistance	Parking Manager	Parking attendants could provide support to the police in marshalling and managing cordons.
CCTV	CCTV Control Room Supervisor	To request CCTV monitoring of an incident: Contact the CCTV Control Room. To request mobile CCTV cameras to monitor a particular location: Contact Regulatory Services
Flood management	Client & Contract manager - Waste	A small supply of flood defence equipment is maintained at Ashley Road. If required, these will be delivered to site by Veolia. In general, it should be assumed that Veolia will not undertake placement of sandbags to protect individual homes or properties.
Emergency housing repairs	Call Out Manager, Homes for Haringey	Damage to council housing or problems with services to council housing will be co-ordinated by Homes for Haringey. Registered Social Landlords should have their own contractors. Private owners would generally be expected to undertake repairs at their own expense.
Waste management & street cleansing	Client & Contract Manager - Waste	Commercial & Operations will co-ordinate work to remove debris from the scene of an emergency, and to clear and clean the streets. Small scale debris removal will be undertaken by Veolia, through their call-out procedures.

		Where there are concerns relating to the contamination or toxicity of waste material, advice will be taken as appropriate by referring to one or more of the following: The London Fire Brigade Regulatory Services Public Health England Contractors nominated by Environmental Health The Government Decontamination Service (for CBRN emergencies). Where the level of waste is substantial, a Site Clearance Strategy may be required (see Recovery Management Plan).
Winter Service (Gritting)	Client & Contract Manager – Waste & Transport	Gritting is carried out according to the borough's Winter Service Plan. Specific gritting of an area to enable emergency services attendance can be requested by the LALO. More general changes to winter service operations to respond to a severe weather emergency would require a Gold decision.
Dangerous Structures	Duty Building Control officer	London Fire Brigade are likely to request a "Borough Surveyor" or "Structural Engineer" to assess the safety of a structure. Building Control has contractors who are able to undertake emergency demolition, scaffolding or boarding up. Where the level of waste is substantial, a Site Clearance Strategy may be required (see Recovery Management Plan).
Environmental Health Assessment, Pollution issues etc	Duty Environmental Health Officer	Regulatory Services are able to provide/access scientific advice on dealing with hazardous substances, and the environmental impact of pollutants. Actual clean-up of pollutants will be undertaken by contractors working to Neighbourhood Action.
Provision of plant and equipment	Client & Contract Manager	In the first instance plant and equipment may be available from the Council's contractors.

		In the event that specialist equipment is required, Corporate Procurement (Construction) have access to a number of contractors who may be able to assist.

6.4 Communications and media management

The Haringey Resilience Forum Warning, Informing and Alerting Protocol contains full details of multi-agency communications and media management in an emergency. This section provides information in outline only.

6.4.1 On-site media communication

During a major incident, the MPS Press Officer has overall authority regarding the release of information from the scene and will lead all external communications briefings. The MPS Press Officer will liaise with partner agencies to ensure a joint approach to media briefing.

A media briefing centre may be set up away from the scene of the incident. Joint and individual agency press releases will be delivered from this centre.

The Council will designate a Cabinet Member to be an official spokesperson during a major incident.

If the major incident is or believed to be as a result of terrorism, no information should be released to the media without the approval of the Counter Terrorism Command.

6.4.2 Off-site media communication

In the event of a major incident a Gold Communication Group will be established with the heads of communication from the emergency services in London and partner agencies. This group will manage and coordinate the strategic media and communications issues in support of Gold and overall operations, including tailored messaging to different target audiences.

6.4.3 Statements

The police will be responsible for giving an overview of the situation and their operational response, but other emergency services and response partners would be expected to give details about their own operational response. Statements should be joint up and shared with emergency response partners at the earliest opportunity. It is also good practice to put any press statements on an organisation's website and to disseminate these more widely using social networking sites such as Twitter and Facebook.

6.4.4 Internal communication

It is important that all staff are kept abreast of developments and any impacts to the continuity of business. Staff will be kept informed by the Communications Team through a number of channels.

6.4.5 Keeping the public informed

During a major incident the demand for information from the public will be high. Whilst the public will be informed via the media, it is important that the Council also provides

accurate and timely information regarding the incident. This process is described in the Warning, Informing and Alerting Protocol.

6.5 Other Capabilities

6.4.1 Mass fatalities and emergency mortuary arrangements

Haringey Public Mortuary is not a Designated Disaster Mortuary. If it is able to take the bodies of any deceased persons from the incident without disruption to business as usual then it is likely to do so.

If the number of fatalities is more significant, a Designated Disaster Mortuary will be opened elsewhere in Northwick Park Hospital Mortuary. In an extreme scenario the National Emergency Mortuary Arrangements (NEMA) will be used. The NEMA plan for North London Coronial District is managed by Barnet Emergency Planning.

Full details of these arrangements and relevant contacts can be found in the London Mass Fatality Framework. The decision to activate this plan will be made by HM Coroner, in consultation with the MPS. Following activation, a Mass Fatalities Coordination Group (MFCG) will be convened to coordinate response.

In the event of these arrangements being invoked a senior officer will be required to oversee the Council's involvement.

A local Mortuary Management Group(s) may be convened to make Designated Disaster Mortuary arrangements resulting from decisions made by the MFCG.

The Local Authority may be required to supply a number of staff to support different response activities and/or groups, including:

- Mortuary Management Group

- Facilities Director and Facilities Management Team (for site facilities set up for ongoing Disaster Victim Identification and/or site clearance)

- Purchasing Team/ Procurement Officer

- Finance Management Group

- Mortuary Duty Officer Team

- Equipment store supervisor.

6.4.2 Chemical, Biological, Radiological and Nuclear (Explosive) hazards

Chemical, Biological and Radiological Hazards are grouped together in terms of emergency response. If the release occurs due to a malicious or terrorist incident the London CBR Response Framework will be used. For non-malicious incidents, the London Fire Brigade have hazardous materials (HazMat) response procedures.

The Council's responsibilities will be as follows:

- support the police in putting traffic management arrangements around affected areas;

- provide welfare support to affected people not requiring hospital treatment, including evacuation assistance, shelter and identification of vulnerable people (refer to the Emergency Welfare Plan);

- provide staff and resources to support emergency centres;

- liaise with the Fire Brigade, Public Health England and the Environment Agency in determining strategies for sampling and detection, and cleansing and environmental protection;

- support the multi-agency warning and informing arrangements (see Warning Informing and Alerting Protocol);

- support/lead on recovery including Humanitarian Assistance and site clearance.

If required by the Strategic Coordination Group, Public Health England will form a Scientific and Technical Advice Cell (STAC). Regulatory Services may be required to provide an Environmental Health Officer to support this group.

6.4.3 Utilities disruption

6.4.3.1 Water supply disruption

In the event of disruption to Water Supply the Council will:

- liaise with Thames Water to determine the cause, extent and likely duration of the disruption

- share information on vulnerable clients, in order to prioritise efforts to provide alternative water supplies

- support communication to the public (see Warning, Informing and Alerting Plan)

- if needed, cooperate to assist Thames Water with distribution of alternative water supplies

Haringey Water Supply Disruption Plan offers operational details as to how to support Thames Water with mass distribution of water).

6.4.3.2 Power disruption

In the event of a power cut on a large scale or of significant duration UK Power Networks will alert the Council. In this event the Council:

- liaise with UK Power Networks to determine the cause, extent and likely duration of the disruption;

- share information on vulnerable clients, in order to prioritise efforts to provide welfare support;

- support communication to the public (see Warning, Informing and Alerting Protocol).

6.4.3.3 Telecommunications Disruption

In a telecoms disruption incident, the Council's primary concern will be to ensure it can maintain its own services. This is documented in the Council's Business Continuity Plan. If the disruption is a secondary consequence of another incident that has damaged infrastructure, ensuring that the Council's emergency response officers can communicate will be a primary concern.

However, there may be a range of wider societal impacts that are not easily predicted. The Council will act to mitigate these effects in conjunction with partners.

6.4.3.4 Fuel Disruption

In the event of fuel supply disruption (i.e. petrol and diesel), the Council's principle responsibilities are to maintain its own services. This is documented in the Council's Business Continuity Plan.

The Council will also support the provision of information to the Public.

The arrangements for dealing with these incidents are document in the London Fuel Disruption Protocol. This includes locations of Designated Filling Stations that form part of the Essential Services Scheme.

6.7 Mutual aid

The Council will in the first instance seek to respond to any incident using its own resources, but any local authority may face circumstances where it is prudent to request assistance. This is managed through well-established London-wide mutual aid arrangements.

In these circumstances, the Council requests the specific assistance required, such as staff, equipment or other resources. This support is integrated into the Council major incident response structure, and the Council's leadership retains control of the response and recovery effort. For further details, please refer to the BECC Manual.

7. Guidance for emergency responders

7.1 General conduct

Emergency situations will often lead to staff taking actions or performing roles that are not familiar to them. The situation may well seem pressured and stressful. These notes are intended to lay down some operating principles and guidance notes for staff acting in response to an emergency situation.

It is important to continue to act with courtesy, integrity and professionalism despite the pressures you may be facing.

Maintaining clear communication at all times is essential.

Do not assume others understand your role, or its importance. Be aware that others may have tasks to perform that may be equally or more important than your own.

Keep others informed. If you become aware of important information, it is always better to report it to an appropriate officer (the BECC, LALO or other Emergency Response Officer). Do not assume it is already known.

Try to think clearly and remain calm at all times.

7.2 Health and safety

Staff should be aware of the Health and Safety implications of any activities they are undertaking in relation to an emergency. Concerns relating to the safety of work requested or undertaken should be escalated immediately. It is imperative that staff at no times expose themselves to unnecessary risks. Equally, managers who are instructing other officers to undertake work in emergency situations must also consider the health and safety risks and if concerned conduct a dynamic risk assessment.

Act in accordance to the safety instructions of the emergency services, particularly at the scene of the incident.

Staff accessing the site of an incident should wear appropriate protective clothing and equipment.

Emergency situations can be stressful and/or traumatic for those involved. Staff and managers should maintain an awareness of the stress they or others may have been exposed to. The symptoms of stress may not be immediately apparent, and may take days or weeks to manifest themselves. Occupational Health will be able to provide advice and guidance in confidence on stress management.

7.3 Legal considerations: logging

Officers acting in response to an emergency situation must maintain a log of their actions at all times. Logs should record the following information:

- the date and time of each entry;
- key information;
- decisions made, reasons and any discounted decisions;
- name, contact details and organisation of the source of new information received and those involved in joint decisions.

Officers must be ready to submit a copy of this log at the end of the incident.

Logs may be required to substantiate the Council's actions in relation the incident in the event of an inquiry. Consequently, failing to maintain and provide a log of actions may bring the Council into disrepute.

7.4 Financial control

The Council's priority will be to ensure the incident is resolved in an efficient and effective manner. This requires that officers put considerations of expediency first in how they manage the costs of emergency response. Nevertheless, officers must act within financial regulations at all times.

7.5 Delegated Authority

Officers should not exceed their normal authorisation limits for expenditure. Authorisation to spend money should be sought from a senior officer if there is any doubt.

7.6 Emergency procurement

Existing suppliers of the Council should be preferred, using existing contracts, terms and conditions and rates, where this does not conflict with the needs of the response.

Wherever reasonably possible, Purchasing Cards should be used for purchasing small items – e.g. for the immediate personal welfare needs of evacuated people. However, the use of petty cash expenditure may be the most practical means of meeting needs quickly.

7.7 Audit Trail

Full records of any expenditure incurred as a result of an incident should be retain, including receipts, invoices etc. An incident cost centre is maintained by the Organisational Resilience Team. This will be used to ensure all incident expenditure is accounted for.

7.8 Reclaim of expenditure

A finance officer will be nominated to oversee accounting for the expenditure and reclaiming costs where possible, including:

- reclaim from government assistance schemes such as the Bellwin Scheme;

- EU funding mechanisms;

- claims against liable third parties;

- insurance claims.

8. Stand-down Procedure

This section outlines emergency response stand-down procedures only. Full recovery management information can be found in the Recovery Management Plan.

8.1 Triggers for stand-down

Stand-down will be appropriate in the following circumstances:

- a potential major incident has been avoided, and there is no longer an imminent risk or threat. (Stand-down from Alert Status 1 or 2 – see section 3.4);

- the incident is fully over: full stand-down from Alert Status 3;

- transition to the "recovery phase". The situation is no longer considered immediately dangerous or threatening, but there has not yet been a return to a state or normality.

8.2 Transition to recovery

A Major Incident is likely to require significant and prolonged further actions, led by the Council, to ensure the community returns to a state of normality. If this is the case, Duty Gold will determine which emergency management capabilities are required to continue to support the Recovery, and which can be stood down. For further information, see the Recovery Management Plan.

8.3 Stand down procedure

The decision to stand-down will be made by Duty Gold. In the event that the incident has been resolved prior to escalation to Duty Gold, stand down may be initiated by the Duty EPO.

Upon agreeing to stand-down, all officers and partners will be informed as necessary.

The EPO should facilitate a debriefing process. Consideration should be given to:

- Hot debriefs should be an opportunity to record what went well, issues for further exploration, and an opportunity for staff to express personal feelings (hot debrief forms can be found in the BECC Manual).

- Cold debriefs (single or multi-agency) to review lessons learned.

The checklist below provides stand-down actions:

Action	Responsibility
Gain agreement from Duty Gold to stand down	BECC Manager
Record the stand-down decision	Information Manager
Initiate calls or emails to all relevant officers detailing the stand-down and arrangements for managing on-going issues.	BECC Manager

Stand down the BECC, and revert to a state of readiness. Return all equipment and resources to BECC storage cupboards.	BECC staff
Collate any documentation, loose sheets of paper etc for filing.	Information Manager
Conduct a hot-debrief with all BECC staff. If possible invite LALOs and other operational staff to attend.	BECC Manager
Audit emergency supplies and replenish all resources used in the incident	EPO
Arrange an internal incident debrief	EPO
Agree with partners the approach to multi-agency debriefing.	EPO

Appendices

Appendix 1: Local Authority Gold Resolution

Resolution passed by each London Borough Council and the Common Council of the City of London ("the Councils")

1. This resolution is made in accordance with section 138 Local Government Act 1972, section 101 Local Government Act 1972, section 19 Local Government Act 2000, Regulations 7 and 10 Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2000 and all other enabling powers. The resolution has regard to "Emergency Response and Recovery" the non-statutory Guidance issued pursuant to the Civil Contingencies Act 2004.

2. As from the date of this resolution the Council's functions under section 138(1) Local Government Act 1972 (Powers of principal councils with respect to emergencies or disasters) are delegated to the Council which has appointed the Head of Paid Service as defined in paragraph 3 below in the circumstances set out in paragraphs 4-7 below.

3. The Head of Paid Service is the person appointed by one of the Councils under section 4 Local Government and Housing Act 1989 who, following the convening of the Strategic Co-ordinating Group ("Gold Command") to respond to an incident requiring a "Level 2" response (as defined in paragraph 4 below) has agreed to discharge the functions under section 138(1) Local Government Act 1972 ("the functions") on behalf of the Councils.

4.   An emergency requiring a Level 2 response is a single site or wide-area disruptive challenge which requires a co-ordinated response by relevant agencies.

5. The functions hereby delegated shall not be exercised until resolutions delegating the functions have been made by all the Councils.

6. The powers hereby delegated to the Council which has appointed the Head of Paid Service shall not include any power to incur expenditure or to make grants or loans to any person unless either:

    - the Head of Paid Service has received confirmation from the Minister that expenditure reasonably incurred by the Head of Paid Service in taking immediate action to safeguard life or property or to prevent suffering or severe inconvenience will be reimbursed by HM Government; or
    - the Head of Paid Service has received confirmation on behalf of the Council(s) in whose area(s) the incident has occurred that expenditure reasonably incurred by the Head of Paid Service in taking immediate action to safeguard life or property; to prevent suffering or severe inconvenience and to promote community cohesion and a return to normality, will be met by the Council (or the Councils in proportions to be agreed by them).

7. In the event the Minister has confirmed that expenditure will be reimbursed by HM Government, the Head of Paid Service shall, insofar as reasonably practicable, consult with and inform the Council(s) in whose area(s) the incident has occurred regarding any action proposed to be taken.

Addendum to the Local Authority 'Gold' Resolution to be agreed on behalf of each London Borough Council and the Common Council of the City of London ("the Councils")

1. The purpose of this addendum is to clarify and amend the Local Authority "Gold" Resolution that has been entered into by the Councils to a) reflect changed procedural arrangements for responding to incidents b) permit the Head of Paid Service (Local Authority Gold) as defined in paragraph 3 of the Local Authority Gold Resolution to incur minimum essential expenditure where it has not been possible to secure the prior agreement of the Councils affected and c) agree that, in other circumstances known as rising tide or disruptive events, Local Authority Gold should be able to coordinate the local authority effort, including providing advice and guidance, as necessary, to help shape the responses of individual authorities.

2. The Local Authority "Gold" Resolution will, in future, operate in accordance with the following arrangements:

Coordination of the Local Authority Effort

3. Where an incident, emergency or other event emerges or has emerged over a period of time (such as pandemic influenza or extreme weather), and where the convening of the Gold Coordination Group (Gold Command) may not have occurred, Local Authority Gold will be empowered, on behalf of the Council(s) to coordinate any local authority response as necessary, providing advice and guidance as required. In these circumstances, Local Authority Gold will not have any power to incur expenditure unless authorised under paragraph 4 b) below.

Delegation of Powers

4. Local Authority Gold shall, in discharging the functions under section 138(1) Local Government Act 1972 on behalf of the Councils, do so only in the following circumstances:

    a. following the convening of the Gold Coordination Group normally led by the Police in response to the declaration of a major incident (Gold Command);

    or

    b. for other disruptive events such as extreme weather that do not require the immediate establishment of Gold Command, following the convening of a London Partnership Meeting (normally led by the London Resilience Team), provided that the agreement of London Councils under delegated powers is also secured for Local Authority Gold to discharge the functions under section 138(1) Local Government Act 1972 on behalf of the Councils.

Minimum Essential Expenditure

5. In the event that it has not yet been possible for Local Authority Gold to receive confirmation from or on behalf of the Council(s) in whose area(s) the incident has occurred (in accordance with paragraph 6 of the Local Authority Gold Resolution) that expenditure reasonably incurred will be met by the Council(s) and where it is absolutely essential for Local Authority Gold to incur expenditure, for example to safeguard life or property, to prevent suffering or severe inconvenience and to promote community cohesion and a return to normality, it is agreed that the Council(s) in whose area(s) the

emergency has occurred will meet that expenditure on the basis that it will be kept to minimum levels and limited to a sum not exceeding £1m in total, while the process is taking place to secure the necessary confirmation.

Agreement of all the Councils

6. The amendments to the Local Authority 'Gold' Resolution contained in this Addendum shall not take effect until this Addendum has been agreed and accepted by all the Councils.

Appendix 2: Glossary of emergency terms

Acronym or term	Description
ACP	Access Control Point -Controlled point through which essential non-emergency service personnel may gain access through the outer cordon.
ALP	Ambulance Loading Point - Area in close proximity to the Casualty Clearing Station, where ambulances can be manoeuvred and patients placed in ambulances for transfer to hospital.
BC	Business Continuity - The capability of the organization to continue delivery of products or services at acceptable redefined levels following a disruptive incident.
BCP	Business Continuity Plan - Documented collection of procedures and information developed, compiled and maintained in readiness for use in an incident to enable an organisation to continue to deliver its critical functions at an acceptable predefined level.
BECC	Borough Emergency Control Centre – Local Authority centre which co-ordinates the emergency activities across all departments of the Council, in line with partners.
BIA	Business Impact Analysis - A method of assessing the impacts that might result from an incident and the levels of resources and time required for recovery.
BOCU	Borough Operational Command Unit – Police unit which lead borough policing arrangements.
BRC	British Red Cross - An organisation that helps people in crisis.
Bronze/operational	The tier of command and control within a single agency (below gold level and silver level) at which the management of 'hands-on' work is undertaken at the incident site(s) or associated areas.
BTP	British Transport Police
CAC	Community Assistance Centre - Assistance centre set up in the medium to long term to provide support, advice and care to those affected by an emergency.
Capability	A demonstrable ability to respond to and recover from a particular threat or hazard.
CasCS	Casualty Clearing Station - Entity set up at the scene of an emergency by the ambulance service in liaison with the Medical Incident Commander to assess, triage and treat casualties and direct their evacuation.
Cat 1 responder	Category 1 responder - A person or body listed in Part 1 of Schedule 1 to the Civil Contingencies Act. These bodies are likely to be at the core of the response to most emergencies. As such, they are subject to the full range of civil protection duties in the Act.
Cat 2 responder	A person or body listed in Part 3 of Schedule 1 to the Civil Contingencies Act. These are co-operating responders who are less likely to be involved in the heart of multi-agency planning work, but will be heavily involved in preparing for incidents affecting their sectors. The Act requires them to co-operate and share information with other Category 1 and 2 responders.
CBRNE	Chemical Biological Radiological Nuclear Explosives - CBRNE terrorism is the actual or threatened dispersal of CBRN material (either on their own or in combination with each other or with explosives), with deliberate criminal, malicious or murderous intent.

CCA	Civil Contingencies Act (2004) - Act of the Parliament of the United Kingdom that establishes a coherent framework for emergency planning and response ranging from local to national level.
CCG	Clinical Commissioning Group
CCS	Civil Contingencies Secretariat
CHEMET	Chemical Meteorology - Met Office forecasting response service in the event of an emergency atmospheric release of hazardous material anywhere in the UK Numerical Atmospheric Modelling Environment.
COBR	Cabinet Office Briefing Room - UK Government's dedicated crisis management facilities, which are activated in the event of an emergency requiring support and co-ordination at the national strategic level.
COMAH	Control of Major Accident Hazards - Regulations applying to the chemical industry and to some storage sites where threshold quantities of dangerous substances, as identified in the Regulations, are kept or used.
Crisis	A situation with a high level of uncertainty that disrupts the core activities and/or credibility of an organisation and requires urgent action.
CSSC	Cross-Sector Safety and Security Communications - a partnership between law enforcement agencies, local and national government organisations and private sector businesses.
DECC	Department of Energy and Climate Change
DEFRA	Department for Environment, Food & Rural Affairs
DH/DoH	Department of Health
Duty Gold	Member of the local Corporate Leadership Group on duty to provide strategic direction in the event of an emergency.
EA	Environment Agency
EC	Emergency Centre - A place of safety up where those either directly, or indirectly, affected by the emergency can gain access to shelter, information and/or specific support.
ECOSA	Emergency Co-ordination of Scientific Advice - service that is jointly provided by the Atomic Weapons Establishment (AWE), Defence Science and Technology Laboratory (Dstl) and Public Health England (PHE) which provides immediate, coordinated and effective scientific advice to the Police, Fire and Rescue Service, Ambulance Service and public health responders across the UK at a CBRN terrorist incident.
EH	Environmental Health
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.
EMP	Emergency Management Plan
EPO	Emergency Planning Officer
EPRR	Emergency Preparedness Resilience and Response
ERO	Emergency Response Officer – Local level officers who operate on duty rotas to ensure they can provide emergency response on behalf of their service 24 hours a day.
ESG	Emergency Solutions Group – Local level group of service representatives convened to provide logistical support required to deliver emergency response activities.
EWP	Emergency Welfare Plan

Excess Deaths	A significant event that is detrimental to the health of large numbers of people and may result in excess deaths locally, regionally and nationally over a period of time e.g. Pandemic Influenza.
FCP	Forward Control Point / Forward Command Post - A location near the scene, where the on scene response (by the emergency services is managed. This might be either an Operational / Bronze or Tactical / Silver facility depending on the circumstances of the incident.
FFRC	Family and Friends Reception Centre - Assistance centre established by the police to cater for the family and friends of people affected by an emergency.
FLO	Family Liaison Officer -Police officer designated to facilitate an investigation into people believed to be missing and to assist identification by collecting ante-mortem data
GLA	Greater London Authority
Gold/Strategic command	The strategic level of command and control (above Silver level and Bronze level) at which policy, strategy and the overall response framework are established and managed for individual responder agencies.
HAC	Humanitarian Assistance Centre - Assistance centre established during the first 72 hours of an emergency to cater for the medium and longer term needs of people affected by an emergency.
HART	Hazardous Area Response Team - Specially recruited and trained personnel who provide the ambulance response to major incidents involving hazardous materials, or which present hazardous environments, that have occurred as a result of an accident or have been caused deliberately.
Hazard	A hazard is any source of potential damage, harm or adverse health effects on something or someone.
HazMat	Hazardous Material - Abbreviation for hazardous materials although it is commonly used in relation to procedures, equipment and incidents involving hazardous materials.
HEMS	Helicopter Emergency Medical Service - National network of air ambulances.
HfH	Homes for Haringey – Organisation responsible for the day to day management of Haringey's council homes.
HO	Home Office
HRF	Haringey Resilience Forum - Local Resilience Forum which brings together all the category 1 and 2 responders within the borough for the purpose of facilitating co-operation in fulfilment of their duties under the Civil Contingencies Act.
HSE	Health & Safety Executive
JESCC	Joint Emergency Services Control Centre - Body comprising of the incident control points grouped together.
JESIP	Joint Emergency Services Interoperability Program - Two year programme aiming to improve the way in which the three blue light services work together at major and complex incidents
JTAC	Joint Terrorism Analysis Centre - JTAC analyses and assesses all intelligence relating to international terrorism, at home and overseas, sets threat levels and issues warnings.

KIN	Key Individuals Network - A person or group acting as a representative of the community unit they belong to in the local area they live.
LA	Local Authority
LALO	Local Authority Liaison Officer - This officer coordinates the actions of all other Council officers at the scene with those of the Emergency Services
LAS	London Ambulance Service
LESLP	London Emergency Services Liaison Panel
LFB	London Fire Brigade
LLACC	London Local Authority Coordination Centre - Established to coordinate communications to and from LLAG/SCG and London Boroughs. Supports the coordination of mutual aid.
LLAG	London Local Authority Gold – A pre-nominated Local Authority Chief Executive empowered to represent and give undertaking(s) on behalf of London's 32 Boroughs and the City of London.
LRF	London Resilience Forum
LRG	London Resilience Group - Centre of excellence that helps the London Resilience Partnership develop the capital's resilience.
LRGCG	London Resilience Gold Communications Group - Responsible for coordinating strategic communications in London during a major incident.
Major Incident	An event or situation with a range of serious consequences which requires special arrangements to be implemented by one or more emergency responder agency
Mass Fatalities	A sudden impact incident which causes number of fatalities that is greater than local mortuary arrangements would usually deal with on a day-to-day basis.
MFCG	Mass Fatality Coordination Group – Multi-agency group chaired by the coroner and attended by the Senior Investigation Officer, Senior Identification Manager and Pathologist. This group will set the policy and strategic framework for body recovery and identification.
Media RVP	Media Rendezvous Point - the location where the press can base themselves close to the scene.
MOD	Ministry of Defence
MPS	Metropolitan Police Service
NCC	News Coordination Centre – Centre activated to support the Lead Government Department (LGD) in their communications management of the overall incident.
NEMA	National Emergency Mortuary Arrangements - Private sector capability (under contract to the Home Office) that can be deployed anywhere within the UK to establish an emergency mortuary with the capacity to deal with large numbers of fatalities.
NHS	National Health Service
OHMS	Open Housing Management System – IT system utilised for housing management
PHE	Public Health England
RAYNET	Radio Amateurs Emergency Network - British national voluntary communications service provided by amateur radio operators
RC	Rest Centre – Assistance centre which provides shelter and basic facilities and support for evacuated residents.
RCCC	Regional Civil Contingencies Committee

RCG	Recovery Co-ordinating Group - Strategic decision making body for the recovery phase once handover has taken place from the police
RCM	Rest Centre Manager – Local Authority officer trained to manage operations within the emergency centre.
RCV	Rest Centre Volunteer - Employees of the Local Authority who volunteer their time to support affected communities in emergency centres.
REPPIR	Radiation (Emergency Preparedness and Public Information) Regulations
Risk	the chance or probability that a person will be harmed or experience an adverse health effect if exposed to a hazard.
RMP	Recovery Management Plan
RSL	Registered Social Landlords - independent housing organisations registered with the Housing Corporation under the Housing Act 1996.
SAGE	Safety Advisory Group - Multi-agency group set up to provide advice on safety matters for a specific event, or events, such as a major sporting event or a concert held in a stadium.
SAR	Search and Rescue
SCG	Strategic Coordination Group – Regional group that undertakes overall coordination of the response to a major incident at a regional level, by setting and monitoring a multi-agency strategy for the response.
Silver/tactical	The tactical tier of command and control within a single agency (below Gold level and above Bronze level) at which the response to an emergency is managed Note: multi-agency co-ordination at the tactical level is undertaken by the Tactical Co-ordinating Group
SitRep	Situation Report - a tool to share information on emergencies that can be shared internally or with partners to provide a summary of the response, key issues and actions.
SPOC	Single Point of Contact
STAC	Science and Technical Advice Cell - Group of technical experts from those agencies involved in an emergency response that may provide scientific and technical advice to the Strategic Co-ordinating Group chair or single service gold commander
SuRC	Survivor Reception Centre -Assistance centre in which survivors not requiring acute hospital treatment can be taken for short-term shelter and first aid.
TCG	Tactical Coordinating Group - A multi-agency group of tactical commanders that meets to determine, co-ordinate and deliver the tactical response to an emergency. Note: the TCG may also be known as the Silver Group.
TfL	Travel for London - Organisation responsible for most transport in London. It is accountable to the Mayor and responsible for delivering the Mayor's Transport Strategy.
WIAP	Warning, Informing & Alerting Protocol