

GENERIC EMERGENCY PLAN

LONDON BOROUGH OF SOUTHWARK Corporate Emergency Handbook #1

CLASSIFICATION:

UNCLASSIFIED

Issue and Review Register

The council's Generic Emergency Plan will be reviewed annually by the Emergency Planning and Resilience Team.

SUMMARY OF CHANGES	ISSUE NUMBER	DATE
New issue	Issue 1	September 2005
General update and inclusion of business continuity information and the community risk register	Issue 2	
General update and inclusion of emergency support officers, mutual aid arrangements, updated mandate and specific contingency plans	Issue 3	August 2006
General review.	Issue 4	January 2008
Change of person details	Issue 5	August 2008
Complete review.	Issue 6	February 2012
Update and review. Addition of emergency scheme information.	Issue 7	February 2014
Update and review. Addition of emergency scheme information.	Issue 8	November 2016
Inclusion of JESIP principles. Updated links and contact details. Deleted command and control diagram	Issue 9	January 2017
Full re-evaluation of the Generic Emergency Plan to align with London EP 2020 and London local Authority Concept of Operations Plan.	Issue 10	July 2018
Addition of Silver handbook. Changes to SCG chair allocation of role.	Issue 11	June 2019
Annual review	Issue 12	January 2020
Review ahead of cabinet, pandemic considerations	Issue 13	June 2020
Annual review	Issue 14	January 2021
Review ahead of cabinet	Issue 15	June 2021
Annual review	Issue 16	January 2022
Review ahead of cabinet	Issue 17	May 2022
Annual Review. Added: business impact assessment, separate information on the role of elected members, Resilience Advisor role, diagram of major incident command structure, detail of different emergency centres, and detail of sub regional arrangements for mutual aid, STAC, staff welfare. Separated Activation and Command and control.	Issue 18	July 2023

Exercise and Training Schedule

All staff undertaking roles within this plan will receive regular training on their roles. This plan will be exercised annually in accordance with the requirements under the Civil Contingencies Act, and accompanying guidance.

Records of training and exercising will be maintained by the Emergency Planning and Resilience Team.

All queries relating to this document should be directed to the Emergency Planning and Resilience Team, Chief Executives Department.

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1 INTRODUCTION

1.1 Aim

This document details how Southwark Council complies with the Civil Contingencies Act 2004 and sets the council's strategy for dealing with a broad range of incidents.

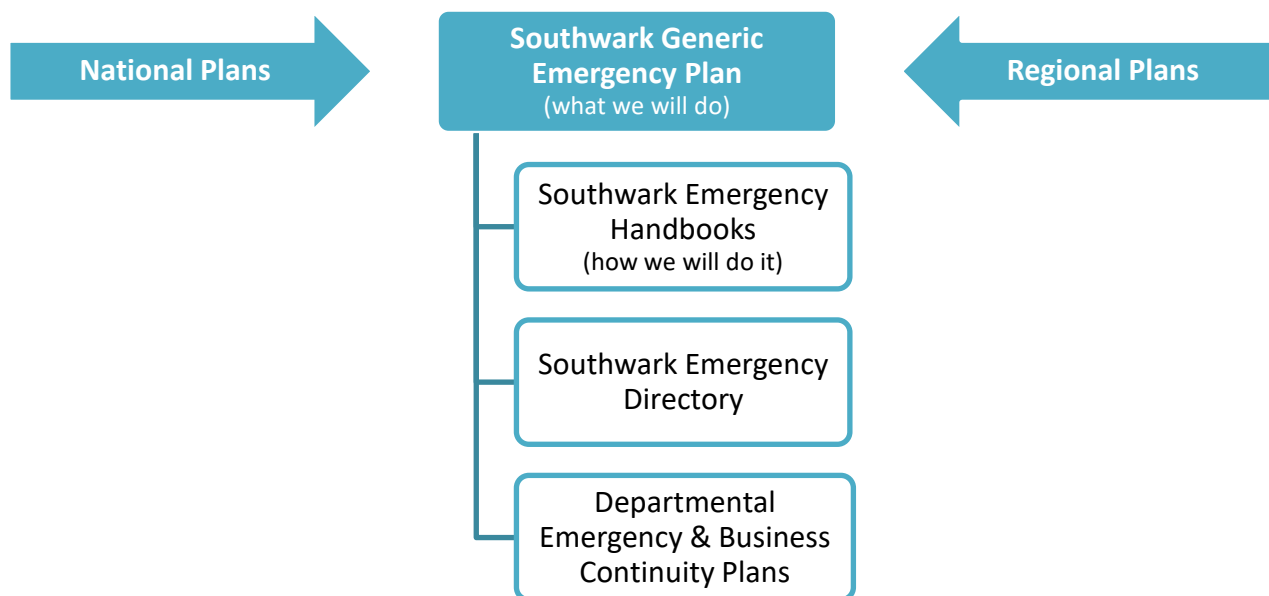
The council has clear legal and moral obligations to provide effective, robust and demonstrable emergency arrangements to mobilise its resources at short notice to deal with a broad range of incidents. This may be on a localised departmental level, where a simple out-of-hours activity is required, or on a much larger scale, where a multi-function response requires dedicated coordination, liaison and communication.

This document explains the structures in place to deal with emergency incidents in the borough that require a council response. The structures outlined in the plan are scalable depending on the nature of the response required.

1.2 Scope

The corporate Generic Emergency Plan is Southwark Council's published plan that brings together existing council Departmental Emergency and Business Continuity Plans, as well as linking with London-wide and national plans.

This document covers the operational requirements for Southwark Council only; and not the emergency arrangements for any other third party organisation, council or emergency service.



Underpinning the Generic Emergency Plan there are a series of internal Southwark Emergency Handbooks. These internal documents (referenced below #1 to #10) cover detailed operational procedures on how the council will respond to an incident, and are complemented by the Emergency Directory. Detailed operational procedures are not captured in the Generic Emergency Plan due to the complexity and occasional sensitive nature of the information contained therein.

Corporate Handbook #	DOCUMENT
#1	Generic Emergency Plan
#2	Local Authority Liaison Officer (LALO) Handbook
#3	Emergency Centre Manager (ECM) Handbook
#4	Borough Emergency Control Centre (BECC) Handbook
#4a	Borough Emergency Control Centre Set Up Instructions
#5	Council Gold Handbook
#5a	Council Silver Handbook
#6	London Local Authority Gold (LLAG) and Gold Support Team (GST) Handbook
#7	Corporate Business Continuity Handbook
#8	Recovery Handbook
#9	Borough Risk Register
#10	Councillors Handbook

Specific plans exist to deal with risks that may affect the borough. Examples include the pandemic flu plan, multi-agency flood plan, fuel shortage plan, animal health plan and the winter service plan.

The London Emergency Services Liaison Panel (LESLP) publishes a Major Incident Procedure Manual setting out these key responsibilities. The current version of the manual can be accessed from the LESLP web site

[LFB Letter \(london.gov.uk\)](https://www.london.gov.uk/leisure-and-recreation/leisure-and-recreation/leisure-and-recreation)

The emergency response arrangements of the council are aligned with the principles of the Joint Emergency Services Interoperability Programme (JESIP)

[JESIP - Working together, Saving Lives](https://www.jesip.gov.uk/)

The London Local Authorities Concept of Operations for Emergency Response and Recovery Document (CONOPS) sets out how London's Local Authorities support their communities and partner organisations in the response to and recovery from an 'emergency', as defined in the Civil Contingencies Act 2004.

The London Local Authorities Concept of Operations can be accessed via the emergency planning team or directly via Resilience Direct [Guidance and Protocols \(resilience.gov.uk\)](https://resilience.gov.uk)

2 ROLE OF THE COUNCIL

2.1 Civil Contingencies Act

Under the Civil Contingencies Act 2004 (CCA), as identified as a Category 1 responder, the council has seven responsibilities. The council abides by these duties through the Emergency Planning and Resilience Team.

Category 1 responders are the core responders which consist of the emergency services (Police, Fire Brigade and Ambulance), Environment Agency, Local Authorities and Port Authority.

Category 2 responders are the cooperating agencies which include transport providers, Health and Safety Executives and utility companies.

All Category 1 and 2 responders adhere to the same command and control arrangements as defined in the London emergency services liaison panel (LESLP) major incident procedure manual. This ensures that all partner agencies work to the same structure and communicate with each other at the equivalent levels.

Under the CCA, all Category 1 responders are required to:

- Assess the risk of emergencies occurring and use this to inform contingency planning
- Put in place emergency plans
- Put in place Business Continuity Management arrangements
- Put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency
- Share information with other local responders to enhance coordination
- Cooperate with other local responders to enhance coordination and efficiency

Additionally, the council has responsibility to provide advice and assistance to businesses and voluntary organisations about business continuity management.

Further information on our duties under the Act can be found here:

[Preparation and planning for emergencies: responsibilities of responder agencies and others - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/preparation-and-planning-for-emergencies-responsibilities-of-responder-agencies-and-others)

As set out in the Act, cooperation and coordination is extremely important in preparedness, response and recovery. The council predominantly does this through the Borough Resilience Forum (BRF). This statutory forum meets quarterly and includes representatives from the emergency services, voluntary sector, utilities, transport, health and businesses.

2.2 Borough Risks

Under the Civil Contingencies Act 2004, all Category 1 responders must contribute to and update a Community Risk Register, which assesses the risks within the community and the likelihood of them occurring. The London Community Risk Register is maintained and administered on behalf of all London local authorities by the London Resilience Group and may be found at:

[London Risk Register | London City Hall](#)

The local borough community risk register is maintained and administered by the Emergency Planning and Resilience team. It can be accessed by the Resilience Direct website.

[03. Risk Management \(resilience.gov.uk\)](#)

A link to the public version of the Southwark community risk register can be found on the council website:

[Specific hazards or events - Southwark Council](#)

2.3 Warning and Informing Arrangements

Category 1 responders under the Civil Contingencies Act 2004 are required to maintain arrangements to warn the public if an emergency is likely to occur or has occurred. The council has a specific communications plan in place for this.

The council provides advice on steps that everyone can take to prepare for emergencies on the Southwark website, including a public guidance document titled 'My Emergency Plan':

[Be prepared - Southwark Council](#)

2.4 Identification of Vulnerable People

Southwark Council has a responsibility to ensure the economic, social and environmental well-being of our community. In emergencies, the council supports the emergency services in mitigating effects by coordinating the provision of welfare support to the community and taking the leading role in the recovery process. The council can support category 1 responders in an emergency by:

- Accessing information to identify known vulnerable people and to process the data into a useable format for multi-agency responders
- Working with multi-agency partners to identify all vulnerable people depending on the type of incident
- Sharing relevant information with other responders and relevant stakeholders.

2.5 Community Engagement and Cohesion

During and emergency event and subsequent recovery, the council has a key role in community engagement. This includes, but is not limited to, operational services with direct engagement in community matters, local elected councillors, Members of Parliament and, indirectly, through the plethora of voluntary agencies, charities and faith communities with whom the council liaises on a daily basis and all of which have key roles to fulfil in the incident management process. Engagement with relevant key stakeholders should commence at the earliest opportunity, often during the response phase of the incident, to ensure a coordinated and consistent approach.

This engagement leadership and coordination is especially important in times of large scale incidents that cause community disruption. The council will access and utilise existing relationships and systems that allow the council and its partners to act quickly and coherently to reduce, control or mitigate the impact of disturbances on community cohesion when they occur.

2.6 Role of Elected members

Many elected members are involved in community organisations, school governing bodies and local charities and are a valuable source of help and specialist advice during an emergency incident and during the recovery phase.

During the initial response phases of an incident, Council Gold/Silver will notify and liaise with the Leader of the Council and the relevant cabinet member. The duty press officer will liaise with the relevant ward councillors and other elected members.

The role of Councillors may include the following,

- assisting with, and being the council spokesperson when dealing with the media.
- assisting with VIP visits
- attending emergency centres
- advising council officers on local issues
- identifying vulnerable residents
- relaying information between the council and the community
- attending and 'chairing' local residents forums
- being the focus for community consultation procedures
- being involved to assist in creating the strategy and support in the 'recovery phase' of the incident.

Specific local Information can be found in our own guidance for elected members in the Councillors Handbook #10, the Emergency Planning and Resilience Team have copies.

Further information can be found in the publication “A Civil Resilience Handbook for Councillors in London Local Authorities” published by London Councils:

[Civil Resilience Handbook for London Councillors | London Councils](#)

2.7 Borough Resilience Forum

Southwark Borough Resilience Forum (BRF) is a statutory borough forum with the aim to co-ordinate, develop and implement a joint up approach to emergency response and management in Southwark. Membership is varied mostly including Category 1 & 2 responders along with others.

2.8 Business Continuity Planning and Resilience

To complement the council’s capability to respond to emergencies and in compliance with relevant legislation (CCA 2004), the council has its own business continuity arrangements in place ensuring that it can continue to provide its core services during an emergency or incident.

The council also promotes business continuity planning and provides advice to local businesses.

[Emergencies - Southwark Council](#)

2.9 Business Impact Assessment

A Business Impact Assessment is how the council assesses the criticality of services which guides the management of the council's Business Continuity arrangements. It is a structured process used to determine and evaluate the potential impacts of an interruption to critical business operations, due to disasters, accidents or emergencies.

The Council undertakes a business impact analysis of all of its key functions, determining the importance of the function from statutory and reputational risk perspectives, as well as factoring in the impact of the function on clients, especially vulnerable groups of people.

This analysis has been used to classify each function by priority rating and recovery timescale.

Priority ratings are categorised as bellow:

	Priority	Timeframe	Guide
CRITICAL	Priority 1	Must be kept operational. ASAP	<ul style="list-style-type: none"> • Catastrophic financial impact upon LBS • Will attract adverse national and local publicity • Inability to effectively integrate with stakeholders • Would rely on mutual aid • Fatality of one or more or serious injury to numerous people
	Priority 2	Recovery within 24 hours	<ul style="list-style-type: none"> • Significant-Moderate financial impact upon LBS • Potential adverse local publicity • Significant impact on performance across the Department • May require mutual aid • Long term injury, illness or fatality
	Priority 3	Recovery within 3 days	<ul style="list-style-type: none"> • Likely to have moderate financial impact upon LBS • Potential adverse local publicity • Significant impact on performance across the Department • May require on mutual aid from within LBS • Internal performance disruption • Long term injury or illness
NOT CRITICAL	Priority 4	Recovery within 7 days	<ul style="list-style-type: none"> • Likely to have minor financial impact • Minor impact on the performance of the service • Minor specialist personnel issues • Potential for complaints • Short term injury or illness
	Priority 5	Recovery over 7 days	<ul style="list-style-type: none"> • Slight impact on performance of the service • Likely to have little financial impact • No specialist personnel issues

3 Activation

3.1 Procedures for Activation

An initial notification requiring the council to consider the deployment of the emergency arrangements may come from an internal or external source. Notifications are made via the 24-hour Customer Service Centre (CSC) number **0207 525 5000**, or via a Category 1 responder and in some circumstances directly to the duty LALO.

3.2 Triggers for Activation

The Generic Emergency Plan may be activated as a direct response to an event, or as a proactive measure to prevent or reduce the effects of a 'rising tide' incident.

The following is a guide as to whether or not the council will consider activating its plan to respond to an emergency:

- An event where the council is obliged to provide a direct service or services to mitigate its effects
- An event where the council may wish to take an interest in the mitigation process by a third party, providing support where required
- An event where the council would contribute to a multi-agency response to a event
- An event where assistance has been specifically requested by the emergency services or other public body

3.3 Emergency Response Responsibilities

The council's primary role during an incident or emergency in the borough is:

- To assess, mobilise, manage and coordinate the relevant resources and technical services of the council in response to the emergency, to support the community and residents, and to assist in the emergency response
- To provide specialist care or humanitarian services in the event where people have been displaced or affected by an emergency
- To assess, agree, assist and lead on the implementation of a recovery strategy with all key stakeholders
- To ensure that as far as reasonably practical, day-to-day critical services are maintained

Emergency Involvement Levels

The level of Local Authority involvement in an incident is split into three broad categories:

- **Monitoring:** a pre-response level, where a Local Authority maintains a watching brief for signs of an incident. This includes passive monitoring of regional and national alert systems and maintaining an all-year-round point of contact for the receipt of notifications about an emergency. A Local Authority remains at this level always when not responding to an emergency.

- **Information Sharing and Communications:** the level used where a Local Authority seeks to understand the scale of an emergency in another Local Authority's administrative area and share information with and in support of local authorities at "Incident Response and Coordination" level. Where a Local Authority anticipates either a spread of the impact into its geographic area or a request for mutual aid it may communicate with its operational services in the form of an early warning so that services may move to an enhanced state of readiness.
- **Incident Response and Coordination:** where a Local Authority responds to the emergency by activating and deploying its incident response resources to support those effected by the emergency, which may include loaning resources outside its administrative area via mutual aid. To support situational awareness, the London Resilience Group (LRG) Duty Manager is notified at the earliest opportunity after a Local Authority moves to the Incident Response and Coordination level

4 Command and Control

4.1 General Command and Control Structure

There are three levels of command and control – Gold (strategic), Silver (tactical) and Bronze (operational).

Function	Description	Who
Gold (Strategic)	<ul style="list-style-type: none"> • Performs strategic actions. • Overall command of the incident. • Supported by Strategic Leadership Team (SLT) or most impacted service director. 	<ul style="list-style-type: none"> • Strategic Directors and Chief Executive
Silver (Tactical)	<ul style="list-style-type: none"> • Implements tactical plans to achieve overall strategy set by Gold. • Delegated authority to coordinate the resources and advise on decision making. • Provides the link between strategic and operational levels. 	<ul style="list-style-type: none"> • Can be the LALO in initial stages of an incident • Silver Officers
Bronze (Operational)	<ul style="list-style-type: none"> • Implements the tactical plan using the operational services of the council. • Commands the operational teams under existing management arrangements. 	<ul style="list-style-type: none"> • ECM, ESO, departmental lead officers

4.2 Southwark Emergency Scheme

On-call Arrangements

The council has trained personnel to fulfil its duties under the Civil Contingencies Act (2004) and to respond to incidents out of hours.

The emergency scheme rota consists of a senior manager designated as local authority “Silver”, a Local Authority Liaison Officer (LALO), an Emergency Support Officer (ESO) and an Emergency Centre Manager (ECM) being on-call at any one time.

There is also a cohort of council staff trained to operate within the Borough Emergency Control Centre or Emergency Centres as required. These roles are on a voluntary basis, contact details for all volunteers are held in the emergency directory.

Gold (Strategic)

The role of Council Gold is to give clear strategic direction throughout the response phase and take the lead in the recovery process, working towards the restoration of normality. The council Gold chairs the Council Gold group who should:

- Assess and advise on the impact to corporate policies, strategic considerations, political management and reputation of the council as a result of the emergency and its effects
- Set the strategy for the council’s response and make resources available to respond to the incident
- Confirm with the Silver/BECC manager the agreed strategy together with appropriate mitigation steps that may be taken
- Set the internal and external communications strategy
- Consider and prepare for immediate and longer-term scrutiny and questioning, such as possible press conferences and enquiry panels
- Establish, monitor and review the Recovery Working Group and its priority work streams
- Ensure representation at multi-agency Gold groups
- Decide to request / approve mutual aid
- Determine whether to escalate to London Local Authority Gold (LLAG)
- Maintain regular communications with the BECC, and the LLAG if required.

Further information on Council Gold can be found in the Council Gold Handbook #5.

Silver (Tactical)

Silver is the tactical manager for the local authority response to the incident. The officer determines the best way to achieve the strategic priorities as determined by Council Gold. Silver should:

- Implement the strategic aim and objectives for the council response as directed by Gold
- Determine and monitor the response and resources as set out in the aim and objectives
- Assess, agree and implement a recovery strategy with Gold and key stakeholders
- Ensure that the BECC fulfils its mandate
- Ensure that Council Gold, strategic directors, members and other senior stakeholders are appropriately briefed regarding the emergency, the council's response and the longer-term issues.
- Line manage the BECC team, ensuring team working and welfare breaks and shift change
- Participate in a debrief post-event
- Nominate an individual to manage the BECC inbox and assign work

Further information on Council Silver can be found in the Council Silver Handbook #5a.

Local Authority Liaison Officer (LALO)

LALO's have delegated authority from the Chief Executive, allowing them to act as the initial council on scene Silver, to escalate and activate the emergency scheme at the appropriate level, mobilise council resources as necessary and make decisions on behalf of the council.

The LALO's responsibilities include:

- Providing 24-hour cover
- Assessing, mobilising, managing and coordinating council resources in response to an emergency for a level 2 or 3 response
- Maintaining the provision of information, liaison and advice to all public, political and emergency scheme stakeholders during the course of the emergency
- Line managing the departmental responders
- Assessing, agreeing and implementing a recovery strategy with all relevant council departments and key stakeholders
- Recording all relevant details of the incident and submitting a report following the closure of the incident

Depending on the circumstances, the LALO may be on-site at the incident and attend on scene tactical meetings. Alternatively, the LALO can carry out the duties remotely.

Further information can be found in the LALO Handbook #2.

Emergency Support Officer (ESO)

The primary role of the ESO is to provide support and assistance to the LALO, and / or the Emergency Centre Manager as required. This could include making / receiving phone calls, log keeping, procuring additional emergency centre essentials, supporting the

Emergency Centre Manager at the Emergency Centre and other tasks as delegated by the LALO.

If a BECC is required, it may be the ESO's role to establish and manage the BECC. Further instructions can be found in the BECC Handbook #4.

If the Chief Executive is deployed as the London Local Authority Gold, the ESO may be required to deploy in a supporting role, to the same location. Further information can be found in London Local Authority Gold and Gold Support Team Handbook #6.

Emergency Centre Manager (ECM)

The overall responsibility for setting up, operating and closing an emergency centre lies with the duty ECM. More information can be found in the Emergency Centre Manager Handbook #3.

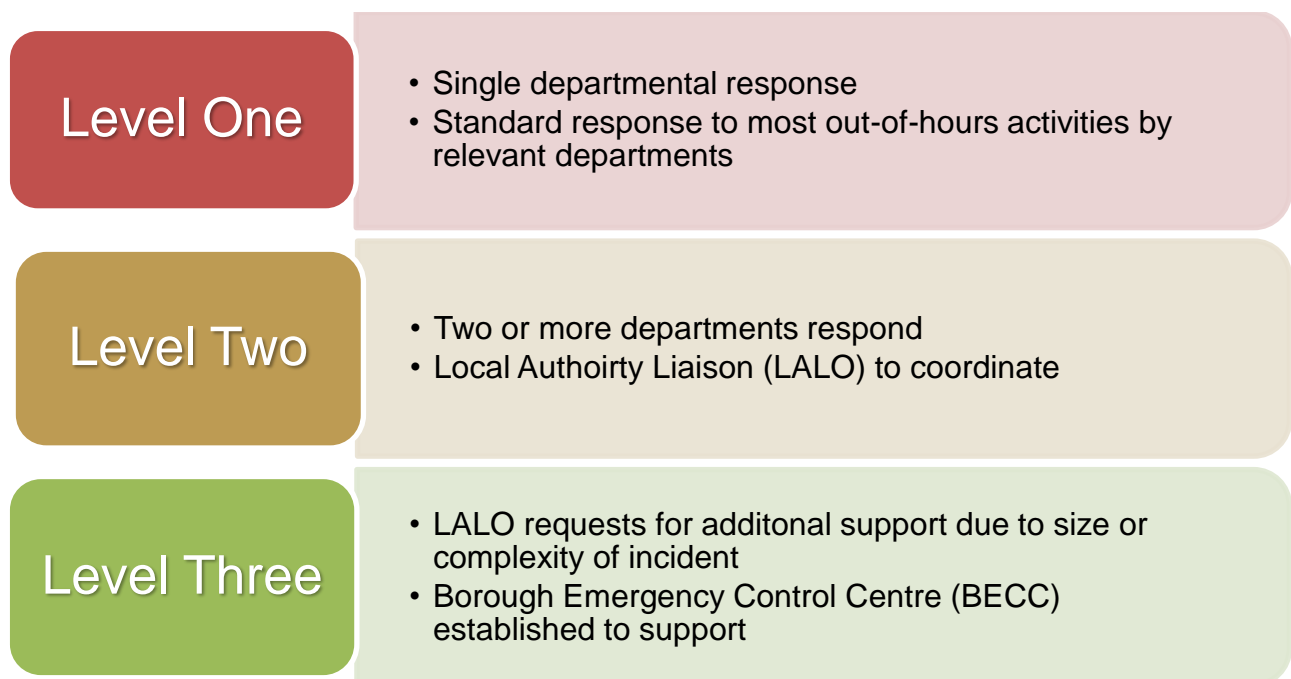
Resilience Advisor (RA)

The Resilience Advisor provides advice and guidance to commanders on emergency management arrangements to enable them to access the right information and networks of support. They work most closely with and on behalf of Council Gold and Council Silver.

The Resilience Advisor is a member of the Emergency Planning and Business Continuity team with a wide knowledge of the Local Authority's and London's emergency response and recovery arrangements.

4.3 Response Levels

The council's emergency scheme can be deployed at three different levels, depending on the initiating event or a subsequent assessment.



Level 1 Response

This is the standard response to most out-of-hours activities conducted by the relevant departments, as defined in their own departmental plans.

The LALO is not usually activated for this, although the duty LALO should be contacted if:

- A Level 1 response has the potential to escalate to a Level 2
- There is any doubt as to which level of response is required.

Level 2 Response

This response will be required when:

- Two or more departments have responded to the same incident
- A direct request has been made by the emergency services or the council for the LALO to attend an incident
- If, for any reason, the LALO needs to be alerted as a precautionary measure or for emergency advice

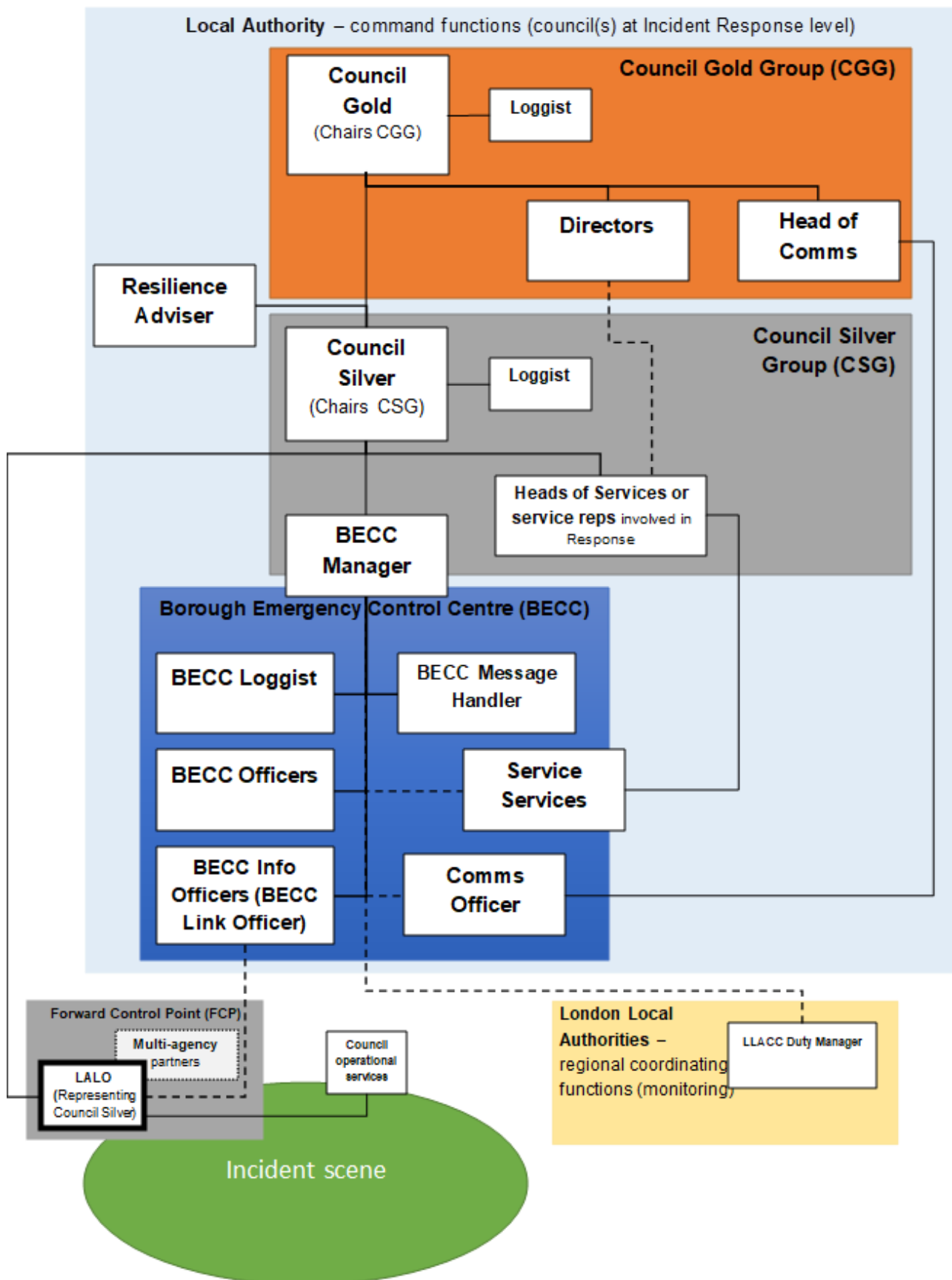
Level 3 Response

This may be deployed as a result of a major incident being declared by the emergency services, if the direct response to the incident warrants the enhanced level of support, a national crisis, or as a proactive measure in case of event escalation.

Level 3 underpins a full multi-departmental response, usually with a dedicated Borough Emergency Silver operating from the Borough Emergency Coordination Centre (BECC) coordinating all activities in the council's response.

In a level three response, Council Gold would be activated in order to give clear strategic direction and take the lead in the recovery process.

Major incident command and control structure diagram



4.4 BECC

The BECC provides a central location to coordinate the council for response, situation awareness, information gathering and decision making.

The primary BECC is located in the Tooley Street Offices. A secondary or fall-back facility is located in the Queens Road council offices.

In the event that council buildings are inaccessible, such as during a pandemic, the BECC can be operated remotely.

The BECC can be activated by the duty LALO, duty Silver, the Chief Executive or any of the emergency planning team in response to intelligence on an incident.

BECC activation can be initiated by the London Local Authority Coordination Centre (LLACC) to support a major incident in London.

Further instructions on BECC operations can be found in the BECC Handbook #4.

4.5 Emergency Centre's

The responsibility for the operation of Emergency Centres to support those affected by the incident either lies with the Local Authority, or has the Local Authority holding a major supporting role under the responsibility of the Police. In all cases, these centres can be supported by voluntary, community or faith agencies or organisations.

A database of premises that may be used as emergency centres is maintained, detailing the resources available and the contact details for their activation. – this can be found in the emergency directory.

All types of emergency centres have a general purpose of providing a mixture of practical and emotional support, including psychological first aid and provision of information, from a location that is safe, conducive to offering such services and in a location accessible to those affected by the incident. The following are most usual forms of emergency centres:

Rest Centre

A Rest Reception Centre serves as a place of safety for those who have been evacuated from their home, work or other place or are unable to return to that place, but who are uninjured and not directly affected by the incident. Rest Centres vary in size, depending on the incident in question.

Survivor Reception Centre (SRC)

Provides survivors, who do not require hospital treatment, a place to be directed to, where they can be met by police and other services to obtain initial information and support in the immediate aftermath of the incident and give details to police investigating officers. The responsibility for opening an SRC lies with the Police supported by one or more Local Authority. Other agencies attend as required and requested by the Police or a Local Authority.

Family and Friends Reception Centre (FFRC)

Established by the Police with one or more Local Authority and / or NHS support, the purpose of the FFRC is to help reunite friends and relatives with survivors by providing a place for the Police to record missing person enquiries and collect information that may aid their investigation. In addition, it provides family and friends a safe area to gather that is away from media attention while offering up-to-date and accurate information on the response arrangements as well as access to practical and emotional support.

Humanitarian Assistance Centre (HAC)

Provides a focal point for humanitarian assistance to bereaved individuals and families, survivors and impacted communities. Set up by the Local Authority, working in partnership with a range of statutory and voluntary organisations, this centre offers individuals and families to gain as much information as is currently available about family members and friends involved in the incident and for these people to access a range of facilities that help them to make informed choices according to their needs.

A HAC may remain open for weeks or months after the incident and may operate as part of a wider humanitarian assistance offering e.g. website and helpline.

5 LONDON-WIDE ARRANGEMENTS

The London Resilience Group coordinates and acts as support to all borough Emergency Planning Teams. In addition, a separate team, known as the Resilience Support Team provides additional specialist functions and support.

5.1 London Local Authority Gold (LLAG)

All London Local Authority chief executives, are on an annual rota for London Local Authority Gold, this ensures that there is always a strategic decision maker available to support any incident across London.

The LLAG is supported by the LLACC.

5.2 London Local Authority Coordination Centre (LLACC)

The majority of incidents are dealt with within the council through local arrangements, however if the incident is larger than the councils resources, or the incident has an impact on more than one council, the London Local Authority Coordination Centre (LLACC) is activated. The LLACC is operated by London Resilience to provide a strategic view across London, and to support the LLAG.

5.3 Mutual Aid

A London-wide Memorandum of Understanding (MOU) is in place for mutual aid. The MOU provides for participating authorities to endeavour to provide assistance to another participating local authority in the form of provision of personnel and/or equipment in the event of, or in the reasonable anticipation of, an emergency or other disruptive or rising tide incident when asked to do so. The local authority requesting aid will undertake to reimburse the local authority providing it on a cost recovery basis.

In the event of mutual aid being needed or requested, boroughs should firstly request mutual aid from their sub-regional resilience forums (SRRF). LB Southwark is part of the South East SRRF which comprises of the following other boroughs:

- Bexley
- Bromley
- Greenwich
- Lewisham
- Lambeth

If mutual aid cannot be attained through the South East SRRF, mutual aid can be arranged via a request to the LLACC.

5.4 Humanitarian Assistance

Humanitarian assistance is guided by the multi-agency London Humanitarian Assistance Plan, and the responsibility to coordinate this London-wide activity falls to local authorities.

The LLAG appoints a senior Local Authority officer (normally a Director of Adult Social Care) to act as the Humanitarian Assistance Lead Officer (HALO). The HALO convenes and chairs a multi-agency body known as the Humanitarian Assistance Steering Group (HASG), which assesses the needs of all those affected and develops and oversees strategies to ensure the provision of appropriate activity.

The HALO may activate a number of Humanitarian Assistance capabilities through which assistance is offered. These include:

- Humanitarian Assistance Centre.
- Humanitarian Assistance website.
- Humanitarian Assistance telephone line.

Southwark's HALO Rep contact details can be found in Southwark's emergency directory.

5.5 Science and Tactical Advice Cell (STAC)

The purpose of the Scientific and Technical Advice Cell (STAC) is to ensure timely coordinated scientific and technical advice to the Strategic Coordinating Group (SCG) during the response to an emergency, which is particularly important where there may be significant wider health and environmental consequences.

It achieves this bringing together technical experts from those agencies involved in the response and who may provide scientific and technical advice. Local Authorities are a member of the STAC and deploy to the STAC senior officer(s) with expertise relevant to the incident e.g. Environmental Health Officer.

The STAC would operate in accordance with the regional London STAC Arrangements. Southwark's STAC contact details can be found in Southwark's emergency directory.

5.6 British Red Cross

A MOU is in place between the Resilience Support team and British Red Cross (BRC). This means that all London local authorities can request humanitarian support at any time dependent on BRC resources. The BRC can provide a range of functions and specific support in establishing and supporting the council at emergency centres.

6 RECOVERY

Recovery management encompasses the physical, social, psychological, political and financial consequences of an emergency. The council takes the lead on the recovery phase undertaking activities that will provide as rapid a return to normality as possible for the community and responders.

The recovery phase is formally established by the Chief Executive or the nominated Council Gold once the situation has been stabilised, however recovery working should start as soon as possible.

The Chief Executive or nominated deputising Strategic Director will be the lead of the recovery process and convene a Recovery Management Group (RMG). Several sub-groups will be convened underneath the RMG as needed, such as a Humanitarian Assistance Group or Business Recovery Group. In the case of any significant event, some services may not return to their original state and the return to normality may be classified as renewal.

The LLACC/London Resilience Group may support the recovery process.

The RMG sits, at decreasing frequency, until the point at which recovery management has passed entirely to 'business as usual' activities. Compared with the response phase, which may last a matter of hours or days, the recovery/renewal phase may last months or years.

Further guidance is contained within the Recovery Handbook #8.

7 POST INCIDENT

7.1 Stand Down Procedure

As and when it is clear that the emergency phase is winding down and recovery can be placed in to business as normal processes, initiating the standing down of the emergency response will be considered.

Stand down will be agreed and planned with other emergency responders and with council departments involved in the response. Suitable stand down actions will be identified and monitored as they are undertaken.

7.2 Debriefing

The council will undergo an internal debrief process as soon after the incident as possible in order to identify issues and lessons from the response.

Full participation in the debrief process at all levels will be encouraged.

The debrief report will be shared with relevant internal and external stakeholders. Any recommendations and lessons learnt will be forwarded to relevant officers and teams to action. Emergency Planning Team will maintain a log of recommended actions and completion.

The council will also fully participate in any multi-agency debrief.

7.3 Staff Welfare

Incidents, their management and the situations to which staff could be exposed are likely to be physically and mentally demanding and will present a range of Health & Safety and Welfare Risks. Mutual aid may increase these risks as staff operate in unfamiliar locations. Local Authorities manage these risks by taking steps before, during and after incidents.

These steps include:

- **Before** – risks assessments and training needs analyses of incident management roles. Training in incident management procedures and personal resilience and provision of equipment that is appropriate to an individual's incident management role.
- **During** - providing refreshments and opportunities to take breaks. Localisation inductions for mutual aid staff.
- **After** - access to support, including that provided by line management and Human Resource teams.

ANNEX 1 : ACRONYMS

ACRONYM	WHICH STANDS FOR...	WHICH MEANS....
ABECC	Alternative Borough Emergency Control Centre	Back-up control centre at Queens Road
BECC	Borough Emergency Control Centre	The location at which the council response to a level three incident is managed
BT	British Telecom	Utilities company. Category two responder.
BTP	British Transport Police	Responsible for policing the railways and the London underground. One of London's three police forces.
BRC	British Red Cross	Volunteer organisation
CCA	Civil Contingencies Act (2004)	Council has duties under the act as a category 1 responder
COLP	City Of London Police	Responsible for policing within the city of London – “the square mile”. One of London's three police forces.
CONOPS	Concept of Operations for Emergency Response and Recovery	Guidance provided by London Resilience on London Emergency Planning & Response
CSC	Customer Service Centre	Council public facing line
EDO	Emergency Duty Officer	Out of hours call centre operative. Activates the LALO on receipt of a message from the emergency services.
EPRT	Emergency Planning and Resilience Team	Maintains and coordinates the emergency scheme and the council's readiness to respond.
ESO	Emergency Support Officer	On call officer as part of Southwark Council's emergency scheme. Supports the LALO at the scene of the incident. Extra pair of hands, eyes and ears.
FCP	Forward Control Point	Co-location point at the scene of an incident of commanders from each agency. Location at which the Silver meetings would take place.
FFRC	Friends And Family Reception Centre	A place for friends and family of those involved in the incident to gather. Run by the police but may require local authority assistance.
GCG	Gold Coordinating Group	The multi-agency Gold group who would convene at a nominated location to determine the strategic response to the emergency. Also known as SCG.
GIS	Geographic Information System	Software used for mapping purposes.
GST	Gold Support Team	Team activated to support Gold
GSST	Guys and St Thomas's Trust	NHS Foundation trust located in Southwark and Lambeth
HAC	Humanitarian Assistance Centre	A centre set up post incident to provide support and assistance to those who have been affected by a regional (pan London)

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ACRONYM	WHICH STANDS FOR...	WHICH MEANS....
		emergency. Can also be used for taking witness statements post event.
ICP	Incident Control Point	Used by LFB to denote location of incident command function. See also FCP
JESIP	Joint Emergency Services Interoperability Principles	Principles to ensure joint working between multi-agency partners
LALO	Local Authority Liaison Officer	On call officer as part of Southwark Council's emergency scheme. Has delegated authority from the Chief Executive; responds to the scene of the incident, liaises with the emergency services at the Silver level and coordinates the resources of the council
LAS	London Ambulance Service	NHS Ambulance service located in London
LBS	London Borough Of Southwark	Southwark Council
LESLP	London Emergency Services Liaison Panel	London based body which meets quarterly and determines and agrees multi agency major incident procedures and protocols. Includes representatives of emergency services, local authorities and others.
LFB	London Fire Brigade	Responsible for emergency response to fires and other incidents in London.
LLACC	London Local Authority Coordination Centre	Coordinates the communication, activity and resources between the LLAG and all 33 London local authorities. Run by London Fire Brigade Emergency Planning and based at Merton.
LLAG	London Local Authority Gold	A single London local authority chief executive who would represent all London local authorities within the GCG in response to a pan London emergency. As part of a rota.
MPS	Metropolitan Police Service	Responsible for policing in 32 London Boroughs (not the City of London). One of London's three police forces.
PPE	Personal Protective Equipment	Issued to emergency responders to ensure their protection against hazards and inclement weather.
RD	Resilience Direct	Online portal for plans and documentation. Used by LLACC in a response
ECM	Emergency Centre Manager	On call officer as part of Southwark Council's emergency scheme. Responsible for setting up, operating and closing a council run emergency centre
RMG	Recovery Management Group	Recovery Group activated and led by the Chief Executive
RVP	Rendezvous Point	Location to which emergency services vehicles should head initially for the response.
SCC	Strategic Coordination Centre	The location at which the GCG / SCG convenes.
SCG	Strategic Coordinating Group	The multi-agency Gold group who would convene at a nominated location to determine

GENERIC EMERGENCY PLAN
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ACRONYM	WHICH STANDS FOR...	WHICH MEANS....
		the strategic response to the emergency. 'Also known as GCG.
SCGC	Strategic Coordination group chairs	Local authority chief executives that chair the SCG
SPOC	Single Point of Contact	Normally the LALO, however it is good practice to have one contact for organisations to contact the council in a response
SuRC	Survivor Reception Centre	A place for survivors to be gathered together for evidence gathering / support providing purposes. Run by the police but may require local authority assistance.
TfL	Transport for London	Transport operator. Category two responder.

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