

London Borough of Merton

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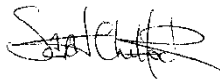
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Plan Administration

Version Control

This plan is regularly reviewed and updated as and when necessary. It will be reviewed and exercised no less than annually.

Date	Issue Number	Changes Made
2024	1.0	New document following restructure

Data Protection

Merton Council takes the privacy and security of the personal, sensitive and/or critical data for which it is responsible very seriously. The Councils emergency planning arrangements are registered under and comply with the Data Protection Act 2018 and the General Data Protection Regulations 2018.

Foreword from the Chief Executive

Over the last decade, London has experienced a number of devastating events including terror attacks, major fires, floods and of course the COVID 19 pandemic that affected every single one of us in some way, as the nation plunged into an unprecedented state of lockdown.

The importance of planning for emergencies and ensuring that we are all resilient in the face of those emergencies has never been more apparent. Being resilient is about preparing for, responding to and recovering from a threat, emergency or disruptive event. This is something we should all think about whether we are a local resident, a business or as a community.

When an emergency occurs, it affects us all which is why it is important to nurture, develop and maintain multi agency and community relationships; this approach was the cornerstone of our collective efforts throughout the COVID 19 pandemic.

With the impact of the pandemic still fresh in our memories, the unpredictable nature of our weather and the potential for further challenges ahead, it is more important than ever for the Council and the communities of Merton to be resilient.

This plan is intended to help Merton Council prepare for, respond to and recover from incidents. Our response should be quick and decisive, and this plan provides the processes for a structured, coordinated, and well organised response in an emergency.

The plan should be read and understood by all stakeholders involved in the response and recovery of an incident and we will continue to exercise our plans to ensure we are all ready to respond effectively.

A handwritten signature in black ink that reads "Hannah Doody". The signature is written in a cursive style and is positioned above the printed name.

Hannah Doody, Chief Executive

Contents Page

Abbreviations and glossary of terms	1
Definitions	2
Merton: The people and the place	4
About this plan	7
Plan activation	10
Incident Management – Command, control and coordination	16
External roles and responsibilities	25
Stand down of the response phase	26
Recovery phase	28
Appendices - Roles and Responsibilities	
Appendix A – Adult Social Care, Integrated Care and Public Health	30
Appendix B – Children, Lifelong Learning and Families	31
Appendix C – Environment, Civic Pride and Climate	32
Appendix D – Innovation and Change	35
Appendix E – Finance and Digital	37
Appendix F – Housing and Sustainable Development	38

Abbreviations and Glossary of Terms

ACT	Civil Contingencies Act - 2004
ASC, IC&PH	Adult Social Care, Integrated Care and Public Health
BAU	Business as Usual
BECC	Borough Emergency Control Centre
BRC	British Red Cross
CAC	Community Assistance Centre
CCA	Civil Contingencies Advisor
CCG	Clinical Commissioning Group
CE	Chief Executive
CGG	Council Gold Group
CAC	Community Assistance Centre
CONOPS	Concept of Operations
CLL&F	Children's, Lifelong Learning and Families
CSG	Council Silver Group
ECPC	Environment, Civic Pride & Climate
EC	Emergency Centre
ECM	Emergency Centre Manager
ECS	Emergency Centre Staff
F&D	Finance & Digital
FFC	Family and Friends Reception Centre
GIS	Geographic Information System
HAC	Humanitarian Assistance Centre
H&SD	Housing and Sustainable Development
I&C	Innovation and Change
JESCC	Joint Emergency Services Control Centre
JESIP	Joint Emergency Services Interoperability Programme
LALO	Local Authority Liaison Officer
LAS	London Ambulance Service
LBM	London Borough of Merton
LFB	London Fire Brigade
LLACC	London Local Authorities Control Centre
LLAG	London Local Authority Gold
LRG	London Resilience Group – LFB ER
MASCOT	Telecare phone service available 24/7 365 days of year, which also provide the council's out of hours contact.
Merton Link	One stop shop for all queries by public/customers. Based in the Civic Centre in Morden.
MPS	Metropolitan Police Service
RA	Resilience Advisor
RC	Rest Centre
SCG	Strategic Co-ordination Group
SRC	Survivor Reception Centre

Definitions

Note on the Type of Response

As the command-and-control arrangements for both emergencies and business continuity incidents are principally the same, this document covers both an emergency and business continuity response.

Definition of a Major Incident

A major incident is defined in the national JESIP doctrine as:

“An event or situation with a range of serious consequences which requires special arrangements to be implemented by one or more of the emergency responder agencies.”

An “emergency responder agency” applies to all Category 1 and 2 responders as defined in the Civil Contingencies Act 2004 and associated guidance. A major incident is that deemed beyond the scope of business-as-usual operations and is likely to involve serious harm, damage, disruption or risk to human life or welfare, essential services, the environment, or national security. It may involve only a single-agency response, but is likely to require a multi-agency response, even if that is the form of multi-agency support to the lead responder.

Emergency/Major Incident Response

The Councils role in the event of an emergency is to assist the emergency services, when required, in dealing with major incidents and to provide relief measures following major emergencies occurring within the boundary of Merton Borough. In an emergency the Council should seek:

- to maintain their normal services and provide aid and support to people in distress
- to support and co-ordinate the activities of the various organisations, other than the emergency services, which are giving help.

In addition to responding to emergencies within the borough, the Council are involved in pan-London planning and response through the Local Resilience Forum and the Gold arrangements. Councils are expected to provide mutual assistance, resources and support to other London Boroughs if requested.

Business Continuity Response

Business Continuity is the capability of an organisation to continue delivery of products or services at acceptable predefined levels following a disruptive incident. It gives the Council the capability to deliver critical services within the Borough, as far as is reasonably practicable, whatever the circumstances. During a business continuity incident, the Council should seek:

- to restore services affected by the event in an orderly way as soon as possible
- to provide full information to those likely to be affected by the disruption, including residents of the Borough, staff, elected Members of the Council, other agencies and the media.

Priority will be given to restoring essential services in accordance with the priorities in the Business Continuity Policy.

Public Information

All local authorities have a duty under the Civil Contingencies Act to warn and inform the public before, during and after an incident. The Council are responsible for raising awareness with the public before an incident. This can be done in several ways including via the Internet on the council's website, newsletters, through local media and advertising.

The communications emergency media plan is held by the Communications team and the Emergency Planning team.

Activation of the Council's communications/press officer is via the response structure detailed throughout this plan.

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1 Merton: The people and the place

Merton is an outer London borough situated to the southwest of central London, neighbouring the boroughs of Croydon, Kingston, Lambeth, Sutton and Wandsworth & Richmond. Comprising of 20 wards, the borough of Merton covers an area of approximately 14.7 square miles and has a projected population, at 2020, of 211,787 residents living in 85,940 properties.

1.1 Population

The biggest proportion of the population (9.2%) is aged between 35-39. The proportion of the population that is working-age (16-64) is 66.2%, while 12.6% of the population is aged 65 or over, a little over the London average of 12.2%. Population density is higher in the wards of the east of the borough compared to the wards in the west. Merton's population is projected to increase to 217,554 by 2025 and 224,502 by 2030. The age profile is also predicted to shift with a notable growth in the proportion of the population that are under the age of 16 and those over 50 years old. The number of households as of 2021 is projected at 79,099, and is expected to rise by several hundred households a year going forward, with much of the increase expected to be in single person households.

Merton has a rich mix of ethnicity, culture, and languages. GLA data as of 2020 puts Merton's Black, Asian and Minority Ethnic (BAME) population as 78,390, meaning BAME groups make up just under 36.9% of the population. Merton is one of the most religiously diverse boroughs in London, and Morden is home to the largest mosque in Western Europe.

1.2 Business and transport

Served by 13,305 active businesses, the borough's main commercial centres are Mitcham, Morden and Wimbledon, of which Wimbledon is the largest. Other smaller centres include Raynes Park, Colliers Wood, South Wimbledon, Wimbledon Park and Pollards Hill, each with well-developed characters of their own. The borough is predominantly suburban in character, with high levels of commuter flows in and out of central London.

Merton has good connections with the London transport network, with 15 mainline stations and 28 bus routes. Wimbledon is a central transport hub in the South London area and 18 minutes from Waterloo by train, while the suburban station at Mitcham Eastfields puts the east of the borough 25 minutes from Victoria. As well as the regular suburban rail services that run into central London, both the District and Northern underground lines run through the borough. The Tramlink provides connections between Wimbledon and Croydon via Mitcham and Morden, while over ground stations and bus routes provide easy access to neighbouring boroughs.

1.3 Green spaces

Merton has more than 100 parks and green spaces, including Wimbledon and Mitcham commons, with 99.6% of the borough within less than 400m distance from a publicly accessible open space. 18% of the borough is open space, compared to a London average of 10%.

1.4 Deprivation

Merton ranks as 'very low' in terms of overall social deprivation compared to other London boroughs and nationally in the UK. It is the fifth least deprived of the 33 London boroughs

and ranks 214 out of 326 authorities (where 1 is the most deprived) in England. 89 of the 124 lower super output areas (LSOAs) that make up the borough fall above the 50% least deprived in the country. There were 85 in this category in 2015. This overall lack of deprivation does, however, hide inequalities and extremes in the borough between deprived wards in the east of the borough that are some of the top 15% most income-deprived in the country, and the more affluent wards in the west that are amongst the top 5% most affluent. The LSOAs where deprivation is highest are located in Figge's Marsh and Pollards Hill, and where deprivation is higher than the London average.

1.5 Health

The health of people in Merton is generally better than the London and England average. Life Expectancy at birth in Merton is 80.3 years for males and 84.1 years for females, both at about the London average, and rates of death considered preventable are low. However, within the borough there are significant inequalities in health outcomes, aligned with deprivation. In East Merton life expectancy in men is 78.9 years compared to 81.9 years in West Merton. Women's life expectancy is 83.3 years in the East compared to 85.1 years in West Merton. Linked to deprivation, those in the east of the borough have a much higher chance of serious illness and early deaths from illnesses such as cancer and heart disease.

In the 2011 Census 52% of residents reported their health as 'very good' whilst 3.9% reported themselves as being in either 'very bad' or 'bad' health. 5.6% of people said that their daily activities were limited a lot by a health problem, below the London average of 6.7%. According to data from Public Health England from 2019/20, 53.2% of the adult population of the borough are classified as overweight or obese. This is below the London average, and well below the average for England. 65.6% of adults are defined as being physically active.

1.6 Employment

Merton residents who are in active full-time employment are distributed all over the borough, however, unemployed residents are concentrated towards the east of Merton, and self-employed residents are concentrated toward the west. The employment rate for 16–64-year-olds is 76.1%, somewhat above the London average of 74.1%. Unemployment in the borough is 5.6%, below the London average of 6.6%, but a little above the national average of 5.2%. Unemployment also rises significantly in some of the eastern wards. The median annual pay for residents in Merton in full time employment as of 2021 is £34,127, while for those overall, it is £29,696. Both of these figures are below the London average and are down from 2019.

As of November 2021, the Claimant Count – numbers claiming Universal Credit and Job Seekers Allowance – is 5%, just below the London average of 6%. The latest figure for the Proportion of 16–18-year-olds who are Not in Employment, Education or Training (NEET) is 3.1% for males and 2% for females, both of which are below the London average. 13.6% of children in the borough are living in low-income families (2016).

1.7 Education

The borough currently has just under 29,000 pupils across its local authority maintained primary, secondary and special schools and pupil referral units. 52 out of the 57 schools (including maintained, academies and special schools) in the borough that have been rated as Ofsted are judged as being 'Good' or 'Outstanding' as of December 2021. In 2022 76% of students in Merton achieved 9-4 pass (incl. English and Maths), above the national and London averages. 46.6% of primary school pupils and 34.8% of secondary school pupils in Merton have a first language known or believed to be other than English, while the

percentage of children known to be eligible for and claiming free school meals is 13.9% at primary school and 15.1% at secondary school.

1.8 Housing

59.3 % of households in the borough are owner occupied, either owned outright or with a mortgage. 23.5% are privately rented through a private landlord or letting agency, and 1.3% from other sources. 14.1% of households are social rented, with 3.7% of the total rented from the council and 10.4% from other sources. Finally, 0.9% are in shared-ownership dwellings, and 1% live rent-free. The median average house price in Merton in 2019 is £540,000, the fourteenth highest in London. The ratio of house prices to earnings in Merton is 11.53, which is the 28th highest in London and below the London average of 13.67.

1.9 Crime

Merton's total crime rate during the most recent 12-month period (up to November 2021) is 61.9 per 1000 people. This is the sixth lowest in London during this time, however there are variations, with higher rates of crime in the East (71) compared to the West (55). Merton has a lower overall crime rate (5.1 total notifiable offences per 1,000 population) compared to London (8) (November 2021).

For further information on Merton as a borough, and the Merton population, please see <https://data.merton.gov.uk/>

1.10 Hazardous Sites

There is one lower tier Control of Major Accident Hazard (COMAH) site within Merton, Reichold in Mitcham, which contains highly flammable chemicals. There are also 2 small BOC sites in Merton and a significant electricity substation at Plough Lane, which was the initial site of a major power failure in London.

Parkside Hospital should be noted as it contains radioactive materials

South-West Sub Regional Resilience Forum Hazardous Sites

Richmond Park, National Research Laboratories, Teddington. Treatment of Pathogens.

Lower Tier COMAH site: Thames Water Utilities, Lower Sunbury Road.

Kingston Hospital should be noted as it contains radioactive materials.

St. Georges Hospital should be noted as it contains radioactive materials.

2 About this incident plan

2.1 Why is this plan needed?

Minor incidents are managed by the emergency services on a regular basis, either unaided or with support from Merton Council. Whilst major incidents are relatively infrequent, when they do occur the nature and severity of the incident may require an escalated response from the Council to support the multi-agency response and to reduce the impacts on lives, property, the economy, and the environment within the Borough. The public also expects the Council to respond in their time of need. Merton Council is a Category 1 Responder under the statutory framework for civil protection in the UK, the [Civil Contingencies Act 2004](#) ('the Act').

2.2 Duties under the Civil Contingencies Act 2004

The purpose of Part 1 of the Act is to establish a statutory framework for civil protection at the local level. This, together with accompanying guidance and regulations, will set out clear expectations and responsibilities for front line responders at the local level to ensure they are prepared to deal effectively with the full range of emergencies from localised incidents through to catastrophic emergencies. It divides local responders into two categories; Merton Council is a Category 1 responder.

Those in Category 1 will have duties placed upon them to:

- Assess local risks and use this to inform emergency 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 co-ordination
- Co-operate with other local responders to enhance co-ordination and efficiency
- Provide advice and assistance to businesses and voluntary organisations about business continuity management (Local Authorities only).

In addition to the Council's statutory responsibilities under the Civil Contingencies Act, the Concept of Operations for Emergency Response and Recovery (CONOPS) sets out how London's Local Authorities (LLAs) support their communities and partner organisations in the response to and recovery from an emergency.

Local Authorities have statutory duties under the Act to have in place emergency plans enabling them to respond to incidents which may occur in their area, and to have in place business continuity arrangements enabling them to continue providing services in the event of a disruption.

This document is one of a series of plans and it sets out the appropriate procedures and arrangements to ensure that the Council can, as far as reasonably practicable, discharge their statutory responsibilities as set out within the Act.

This is a generic plan which can be adapted to deal with most of the hazards identified in the Merton Borough Risk Registers. Those hazards requiring a specialised response are covered by specific plans and departments within the Council have their own plans specific to their responsibilities.

2.3 Plan Aim

The aim of this plan is to:

Enable the activation of an appropriate and flexible structure capable of producing a timely, effective and scalable response to an emergency, major incident or business continuity incident.

2.4 Scope of Plan

This plan covers the activities of Merton Council only and does not cover the arrangements of third parties. It does not seek to duplicate command and control arrangements of other resilience partners.

The council's primary responsibilities during an incident will be:

- Providing support to the emergency services
- Providing support for the local community
- Providing resources to support the response
- Leading the coordination of non-emergency service response
- Maintaining non-impacted services and restoring essential services.

2.5 Plan assumptions

All Council departments and staff can be called upon to respond to an incident to perform normal and supplementary incident roles as required. All Council managers and staff with a key role in emergency management must ensure their staff have read this incident plan and understand the need to act positively in support of it. Regular training will be provided for staff with an incident role which managers must ensure their staff attend. Key Council incident roles and responsibilities are listed in appendices A-F

Merton's Community Risk Register (CRR) considers local risks and provides guidance for the most likely emergency eventualities affecting the Borough. The CRR is the risk assessment which underpins this plan.

2.6 Who is this plan written for?

This incident plan is designed to be used as a guide during an incident, primarily by key Council staff who have an incident response and recovery role. It is expected that Council staff have read and understood this plan prior to an incident.

2.7 Summary of pan-London Resilience Arrangements – London Local Authority Gold

Arrangements are in place, across London, to support Merton Council's response to a major emergency; these arrangements include mutual aid from other borough councils and the provision of additional Chief Executive support known as London Local Authority Gold (LLAG).

The London Local Authority Gold Resolution underpins the pan-London emergency response and recovery arrangements and the role of the LLAG, which is performed by a substantive London borough council Chief Executive in their capacity as Head of Paid Service.

The Gold Resolution facilitates coordination of the collective borough councils' effort, including the provision of advice, guidance and support where necessary, to help shape the

responses of individual borough councils. It delegates formal support from the LLAG so that they can provide collective guidance and advice on behalf of London local government, to deliver a coordinated response in emergency situations following the convening of Gold/Strategic Coordination Groups.

The delegated powers, under Section 138(1) of the Local Government Act 1972, enable LLAG to incur such expenditure as they consider necessary in taking action to avert, alleviate or eradicate the effects or the potential effects of the event, subject to:

- confirmation from the Minister that expenditure reasonably incurred by LLAG for taking immediate action to safeguard life or property, or to prevent suffering or severe inconvenience, will be reimbursed by HM Government; or
- LLAG has received confirmation on behalf of the Council(s) in whose area(s) the incident has occurred that expenditure reasonably incurred for taking immediate action to safeguard life or property, or to prevent suffering or severe inconvenience, or 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).

The power to incur expenditure is not exercisable unless one of the above conditions for taking immediate action is satisfied.

An addendum to the Gold Resolution in 2011 enhanced the remit of LLAG by:

- formalising the role of LLAG in lower-impact, emerging incidents, enabling them to coordinate any pan-London borough council response as necessary.
- formalising the support role of LLAG in localised incidents which may have wider implications. The role of LLAG in this situation is to complement the response by the affected borough, consider wider London impacts such as increased community tensions, and develop a coordinated approach to address the wider impacts.
- empowering LLAG, in exceptional circumstances, to respond to incidents and exercise delegated powers where the Gold/Strategic Coordination Group has not been convened, for example in the event of extreme and disruptive weather or other events. This could only happen where detailed safeguards are complied with and where absolutely necessary. These safeguards are the convening of a London Resilience Partnership meeting and agreement from London Councils on behalf of all boroughs.
- enabling LLAG, in extreme and rapidly developing situations, to take immediate action. Where this is absolutely essential, LLAG can exercise their delegated powers swiftly with agreement of the Chief Executive of London Councils, including incurring minimum levels of expenditure up to a sum not exceeding £1m in total. This is whilst the process to obtain necessary confirmation is underway.

3 Plan Activation

This section details how the Council is initially notified of an incident and determines their preliminary response. It also details the terminology the Council uses to describe incidents.

3.1 Triggers and Activation

All departments and staff can be called upon to assist in a response requiring the council's resources. Where the role is a defined emergency response role, the appropriate level of training and exercising will be provided on a continuous basis to maintain skills and capacity.

During office hours the plan will be activated by the Civil Contingencies Advisor (CCA) who will normally be notified of an incident by the emergency services or a member of the Council's staff. The CCA will advise Council Silver who will put departments and officers on alert or standby in accordance with the appropriate level of response (Diagram A). If required, the Duty LALO will be deployed to the scene of the incident.

Out of office hours the notification will normally come via MASCOT who will notify the Duty LALO (Diagram B). MASCOT will also email the Chief Executive to advise them that a request for a LALO has been made and the LALO deployed.

3.2 The following are trigger points for activating the Major Incident Plan:

- Notification from the Local Authority Liaison Officer (LALO) of a category 3 or 4 incident (see Table A on page 15 for incident classifications and example of trigger events)
- Decision of the Duty Gold, the Chief Executive, or the Resilience Adviser (RA)
- Request from regional structures, London Local Authority Gold (LLAG), to activate the Borough Emergency Control Centre (BECC) in anticipation of, or response to, a major incident
- Receipt of a Severe Weather Warning (Red), Flood Warning or Severe Flood Warning.
- Denial of access to Council premises as the result of fire, utility failure or similar disruption
- Significant disruption to information and/or communications technology
- Staff unavailability due to travel disruption, high rates of sickness (pandemic etc), industrial action or similar
- A failure by suppliers to deliver contracted services.

3.3 Business Continuity Activation

Early assessment and reporting of a business continuity disruption is critical to the success of the response. In some disruptions such as a fire or severe weather, the impact of an incident is easily recognised. In others, such as the failure of a single critical supplier within a supply chain, a disruption is not immediately obvious but may have a critical impact on the Council as a whole.

In the event of a business continuity disruption, the service or division manager should report the incident through their normal chain of command and should also notify the duty Resilience Adviser. A culture of openness and a willingness to report disruptions will ensure that the plan can be invoked at the earliest opportunity.

3.4 How does the lead time affect the response?

Civil emergencies can broadly be divided into:

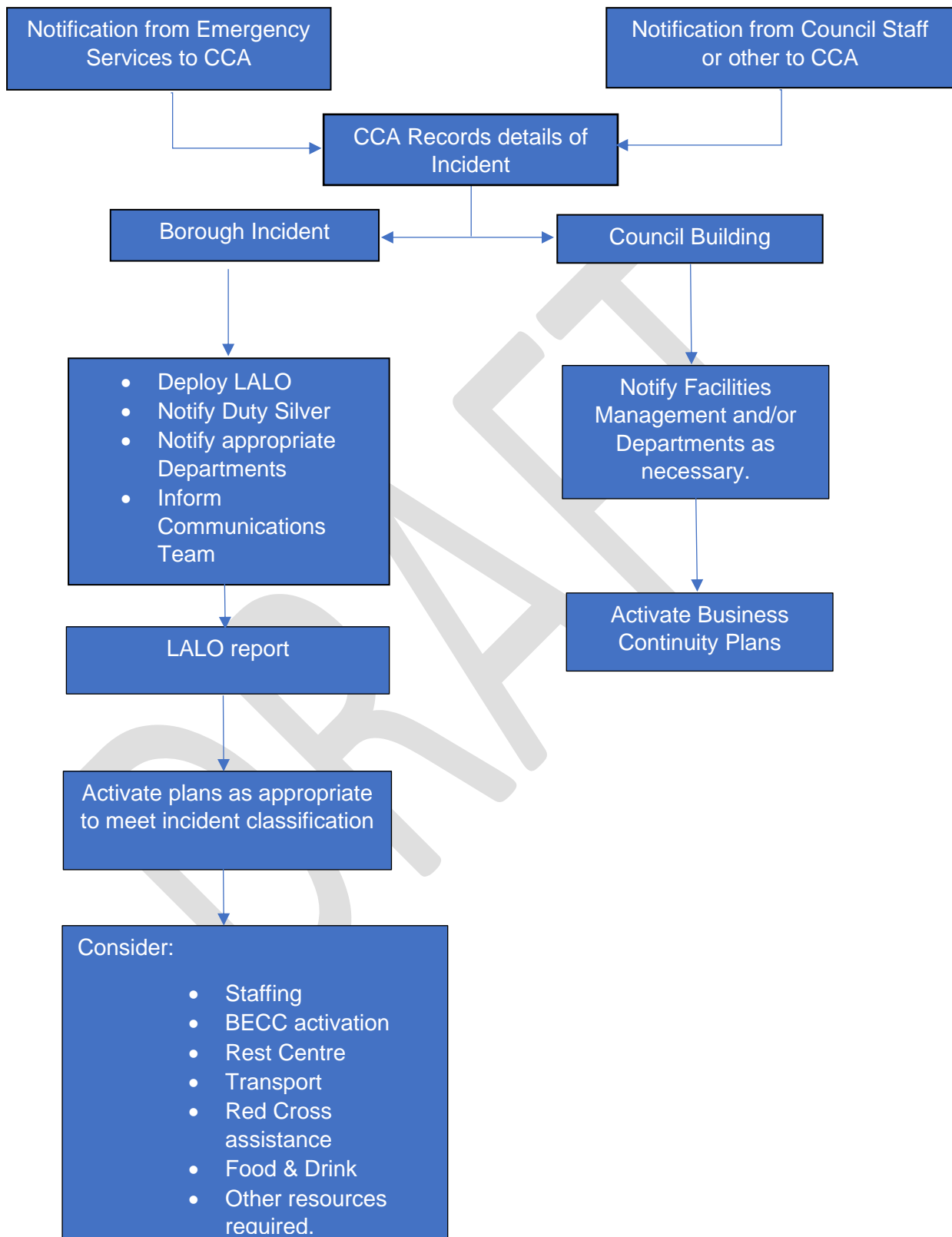
Rapid onset emergencies: An emergency which develops quickly and usually with immediate effects, thereby limiting the time available to consider response options. Due to the limited time to plan response activities, the response from the Council and other emergency response organisations is more likely to be reactive.

Rising tide emergencies: An event or situation with a lead in time of days, weeks or even months. health pandemics, flooding, extreme weather, or animal diseases are all examples where a rising tide event could occur. Whilst the council will respond to these events as they would to any other incidents, the way the initial response is managed may differ from other events due to the lead-in time. If an event is identified as a 'rising tide' incident, a strategic management/Gold team may convene to determine the council's response to the event. This will be determined by the scale and the likely impact of the event.

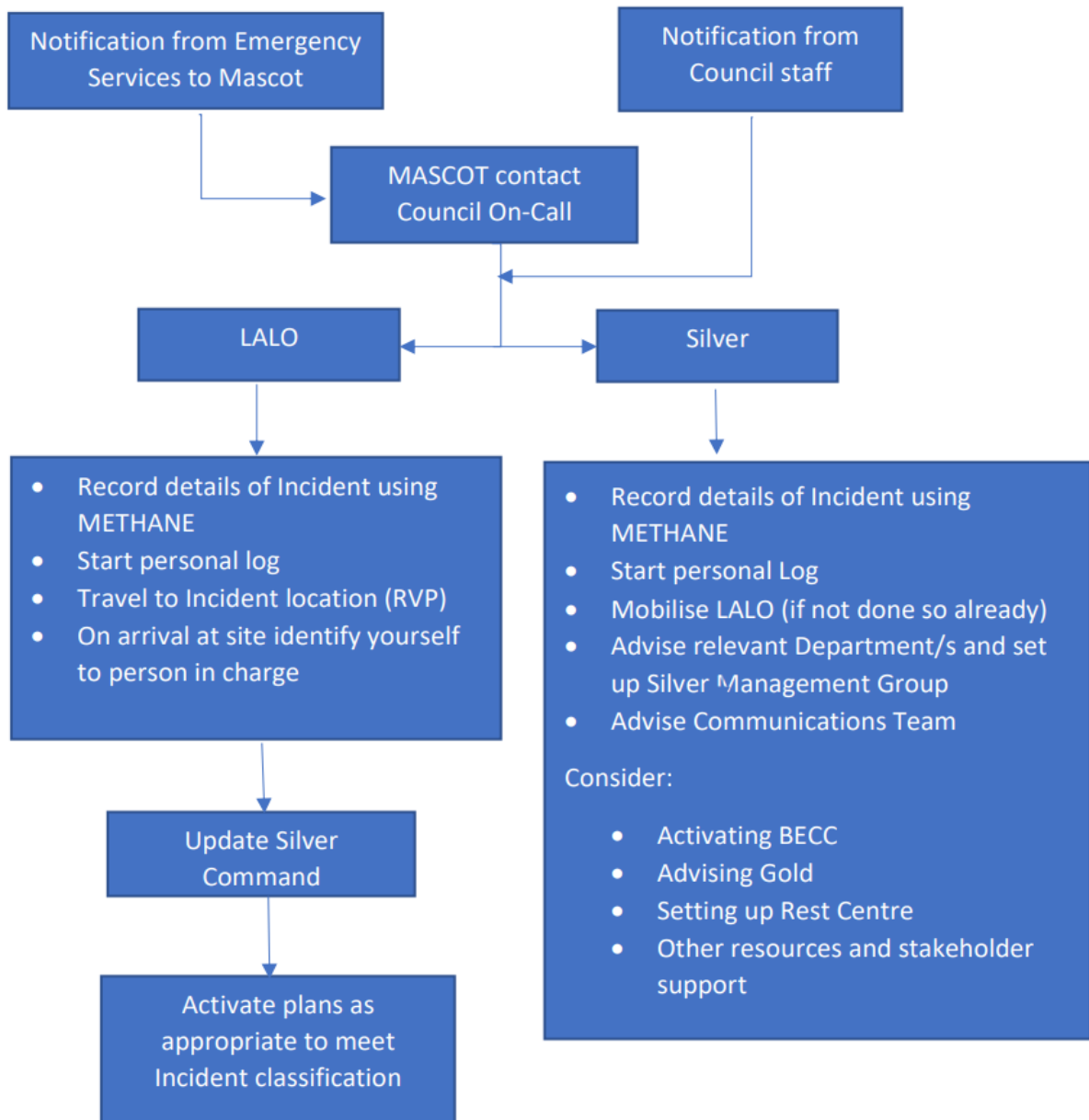
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Diagram A

Office Hours Activation Flowchart



Out of Office Hours Activation Flowchart



Note:

If no response from any On-Call persons then attempts should be made every 10 minutes three times then a text should be sent "CONTACT MASCOT"

Call should then be made to Civil Contingencies Advisor. If no answer then attempts should be made every 10 minutes three times then a text should be sent "CONTACT MASCOT"

Diagram B

3.5 Initial Information

Whoever receives the initial report should record the details of the person calling (name, role, contact number) and the information of the incident using the METHANE format as set out in JESIP principles, Diagram C:



Diagram C

3.6 Incident Classification

The response from the Council will depend on the severity of the incident. In order to set out the response, incidents are categorised into levels of severity (Table A).

RESPONSE LEVEL	Examples of Emergency and Business Continuity incidents.	The Councils response, co-ordination and internal reporting.
<p>Level One</p> <p>Minor impact</p> <p>Greater frequency</p>	<p>Emergency: Minor Incidents e.g., minor gas\water leaks or building wall collapse.</p> <p>Business Continuity: Failure of an IT system/application (single) with short-term (<8 hours) disruption on a non-strategic service.</p>	<p>Response by one or more (non-Council) service providers requiring service level co-ordination of Council activities. LALO dispatched.</p> <p>Co-ordination: Response to incidents affecting the borough will be co-ordinated by manager of disrupted service supported by appropriate Council department. LALO will co-ordinate council response at site. Business continuity incidents will be co-ordinated by the manager of disrupted service in consultation with Departmental structures.</p> <p>Reporting: Report to line manager then to Duty Resilience Adviser as incident develops.</p>
<p>Level Two</p> <p>Limited impact</p> <p>Occasional</p>	<p>Emergency: Incident resulting in short term evacuation of residents with no/few special needs for <6 hours. Unlikely to need overnight emergency Centre for evacuees.</p> <p>Business Continuity: Disruption to prioritised activities expected to last for a few hours. (e.g., Failure of Service specific IT for a limited period 8-24 hrs).</p>	<p>Response by more than one service (non-Council), needing co-ordination for several hours. LALO dispatched and Silver level management activated.</p> <p>Business Continuity Plan invoked for affected Department(s) only. Co-ordination by Department of disrupted service with reference to the Chief Executive through the CCA or as decided by the Director.</p> <p>Reporting: Regular reports from LALO to Silver. Silver to consider use of BECC to manage reporting and communications.</p>
<p>Level Three</p> <p>Severe Disruption</p> <p>Rare</p>	<p>Emergency: Disruption to business and community with potential for some loss of life or interruption of normal life over a period >24hrs. Frequent requests for support from Emergency Services.</p> <p>Business Continuity: Disruption to critical services expected to last for several hours (e.g., failure of critical system -IT network e-mail, telephones).</p>	<p>Response: Activation of Silver and Gold level management in order to co-ordinate response to Incident and minimise disruption to routine services. Activation of BECC</p> <p>Business Continuity Plan invoked for affected Departments.</p> <p>Reporting: Incident Management communications handled by BECC. Department co-ordinations managed through Silver and Gold management structures.</p>
<p>Level Four</p> <p>Widespread disruption to Merton or London region</p> <p>Very Rare</p>	<p>Emergency: Major disruption to community with potential for widespread loss of life. Event leading to pan-London response with London Local Authority Gold procedures invoked.</p> <p>Business Continuity: Major disruption likely across Council Services e.g., closure of Town Hall for several days or catastrophic failure of IT system.</p>	<p>Response: Prioritised activities only. Major Incident Plan invoked with Gold and Silver Management structures in place.</p> <p>Co-ordination: Council effort fully directed to recovery from incident. Non-prioritised activities suspended. Co-ordinated across directorates by a Council Gold Group from all departments chaired by the Chief Executive or Duty Gold.</p> <p>Reporting: BECC opened 24/7. Department Control Centres opened, possibly 24/7. Reports submitted at least twice daily.</p>
<p>Level Five</p> <p>Rising tide</p> <p>Impact not clear but potential for higher level</p>	<p>Emergency: Identified by having a lead in time and potential for serious impact in the future (e.g., Health pandemics, extreme weather, flooding)</p> <p>Business Continuity: potential BAU impacts (e.g., disruption to fuel supply or staff shortages as a result of infectious disease)</p>	<p>Response: May require response from more than one service.</p> <p>Co-ordination through Council Gold Group chaired by Duty Gold or another officer nominated by the Chief Executive.</p> <p>Reporting: Reporting to Civil Contingencies Advisor as required by Council Gold Group.</p>

Table A

4 Incident Management – Command, Control and Coordination

4.1 Council Response

This section provides an overview of the standard command, control and co-ordination structures used by Emergency Responding Organisations (EROs) in response to an incident. It includes guidance on the Council's command and control arrangements and how the Council will manage their response to an incident.

4.2 What is command, control and coordination?

In summary, depending on the nature of the incident, each ERO will be expected to establish command and control of the functions for which it is normally responsible. This may involve one or more of the Strategic (Gold), Tactical (Silver) and Operational (Bronze) tiers. These represent titles of functions adopted by each of the EROs i.e., these are role, not rank, related. The level of representation is dependent on the scale of the incident and the level of response required. If the situation requires Gold and Silver coordination, each ERO will have a single Gold Command and a single Silver Commander.

The Council's response to an incident will be in line with the severity of the incident. No matter what the incident or whether it is an internal business continuity incident or an externally influenced incident the Command-and-Control structure will remain the same.

The following pages outline brief details of the roles and responsibilities with Merton Council's command structure. More detailed responsibilities of each role are contained in Appendices A-F

A visual representation of the structure adopted by Merton Council can be seen in Table B on the following page.

<i>Tier</i>	<i>Council</i>		<i>Multi-agency</i>	<i>Main functions</i>
<p>Gold (Strategic)</p>	<p>Council Gold (Strategic) Commander</p>	<p>Council Gold Group (CGG)</p>	<p>Strategic Co- ordination Group (SCG)</p>	<p>The Thinkers:</p> <ul style="list-style-type: none"> • sets the strategic direction and priorities; • formulates the response strategy; • provides resources; • prioritises demands from officers; • considers reputational impacts.
<p>Silver (Tactical)</p>	<p>Council Silver (Tactical) Commander</p>	<p>Council Silver Group (CSG)</p>	<p>Tactical Co- ordination Group (TCG)</p>	<p>The Planners:</p> <ul style="list-style-type: none"> • devises the Tactical Plan to implement the strategy set by Gold; • co-ordinates assets and activities; • receives information and issues instructions to Bronze Operational Officers.
<p>Bronze (Operational)</p>	<p>Council Bronze Operational Officers</p>		<p>Responding organisations on the ground</p>	<p>The Doers:</p> <ul style="list-style-type: none"> • implements the Tactical Plan; • control and deploy the resources of their respective service within a functional or geographical area.

Table B – Gold, Silver and Bronze Command Structure

4.3 Gold Roles and Responsibilities

Council Gold

The Duty Gold will act as the strategic commander, taking overall responsibility for the Councils response to an incident and developing a strategic plan.

Council Gold Group (CGG)

The CGG will be formed to provide strategic support and resources at a local level. The group should focus on:

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

4.4 Silver Roles and responsibilities

Council Silver

The Council Silver is a weekly on-call role that is covered by appointed managers. Council Silver is the tactical commander, responsible for three primary areas:

- Developing tactical plan to implement the Gold-level strategy
- Chairing the Council Silver Group
- Coordinating the actions of resources on the ground within a Borough.

Council Silver Group (CSG)

The CSG will be formed to provide tactical support and coordination of resources at a local level. The group should focus on:

- Review of the tactical plan
- Management of resources
- Outstanding actions & issues
- Agree priorities.

4.5 Local Authority Liaison Officer (LALO)

The LALO is the eyes and ears of the Council at the site of the incident. The LALO will provide information to the Council Silver of the incident and represent the Council Silver with other parties (e.g., Emergency Services) in attendance at the incident and attend any Silver meetings on site. The LALO is responsible for Council employees at the scene.

LALO roles and responsibilities as Bronze Commander

This is the level where “hands on” management of the incident takes place. The role of this person is to deploy and control the resources from the Council in order to meet the tactical plan. These activities may take place at the site or associated locations and will include staff that attend the rest centre, assisting with transport or providing building/housing assistance.

4.6 Borough Emergency Control Centre (BECC)

The BECC supports the command-and-control functions of the Council by carrying out the following tasks:

- Collect, collate and disseminate information allowing quick informed decisions to be made
- Co-ordinate Council actions in response to an incident
- Record all requests for services and resources and the actions taken.

BECC Activation

The decision to activate the BECC may be made by the Chief Executive, their deputies or a member of the Public Protection Leadership Team, in consultation with the duty resilience advisor. This will be in response to an incident within the Borough or in response to an external incident that activates the pan-London emergency arrangements.

During office hours the Head of Community Safety or Emergency Planning & Business Continuity Manager will arrange for Emergency Planning staff to be recalled to the office. Outside office hours MASCOT will initiate the Emergency Call Out Procedures following the agreed protocols. The BECC Manager has responsibility for notifying the relevant staff that the BECC has been activated.

Staffing

The BECC Manager operates the BECC. The Emergency procedures allow the BECC Manager to second specialist staff from within the council's departments to staff the BECC for the duration the BECC is activated. 'BECC Officers' will be drawn from the council departments; these officers represent the core functions of the Council's emergency management process. Staff from the departments will provide administration support to them. Additional staff may be drawn as necessary.

During operation, the BECC Manager will be responsible for ensuring the well-being of staff within the BECC is always maintained.

4.7 Communications

There are dedicated telephone lines and email addresses which will be connected when the BECC is activated. A directory listing BECC numbers and addresses is provided in a separate directory in the BECC. External agency numbers will be issued to users after the BECC has been set up. There is a facility for communication officers to attend the BECC if necessary, during an incident.

4.8 BECC Roles

BECC Manager

The BECC Manager is responsible for ensuring that the BECC provides its core functions and supports council Silver in the tactical management of the council's response to the incident. The BECC Manager makes decisions about the operation of the BECC and in the BECC's coordination of council Silver's tactical decisions.

BECC Link Officer

To act as the liaison between the London Local Authorities' Control Centre (LLACC) and the BECC during a major incident that involves:

- The London Borough of Merton
- A London-wide incident
- Any neighbouring boroughs that may require mutual aid from other authorities.

BECC Liaison Officer

The Liaison Officer is required to take details of the information and pass over to the Information Officer, for them to forward on to the necessary function coordinator. The BECC Liaison Officer role is usually covered by the RA during a small-scale emergency, however in the event of an emergency as listed above the role would be covered by a specific member of staff.

BECC Information Officer

To coordinate all information received via the RA/BECC Manager. Issue information and requests to function coordinators and monitor response. Alert RA/BECC Manager to any actions outstanding. To keep records of all requests and transactions.

BECC GIS Mapping

To assist in planning a response and identifying critical areas at risk, several maps have been created to highlight council assets and areas of interest. These maps are available on Merton Maps and are:

- Complete Asset Map
- Education Services Map
- Healthcare Services Map
- Other Areas of Interest Map

BECC Officers

These are volunteer roles that assist the BECC Manager/RA in the event of an incident within Merton that requires the activation of the BECC. Their responsibilities are to:

- act on requests received from the Information Officer regarding information or resources as quickly as possible
- liaise with the appropriate departments regarding obtaining resources and information

- ensure all requests are dealt with and information passed on as quickly as possible. keep records of all requests and transactions.

4.9 Emergency Centres

In the event of a large-scale emergency, residents may be directed from the site of the incident to an established emergency centre. There is a variety of different centres that service distinct functions, which the Council will consider in order to provide support to incident management.

Rest Centres

A Rest Centre is a designated facility within the borough that can meet the temporary accommodation needs of evacuees. In accordance with the Resilience Standards for London, a rest centre should be capable of accommodating up to 200 people for 48 hours and opened within 3 hours of notification of requirement. The purpose of the Rest Centre is to provide evacuees with:

- Shelter and warmth
- Food and water
- Hygienic conditions
- Advice and support.

Merton Council has identified several buildings throughout the borough that can be used as a rest centre if the need arises, these are:

- Youth centres
- Day centres
- Church halls

The council is also able to use several council buildings if required. The location of the rest centre is dependent on the incident, access and number of evacuees. It can be moved if it is deemed appropriate. The council is responsible for setting up, running and staffing the rest centres. Assistance may also be given from local community groups and the British Red Cross.

Humanitarian Assistance Centre (HAC)

The HAC may be required if the incident is of a larger and longer-term scale. All borough councils have identified premises where a HAC can be located. The HAC is a facility where all those affected by the incident can attend to receive information and appropriate support; it should be opened within 72 hours of notification of requirement. A building has been identified for Merton where a HAC could be located if required. If this is required, activation will be through the RA. The London HAC plan identifies sites within London where HAC's can be set up if there is large-scale London-wide incident. Merton council's plan is consistent with the national HAC Guidance and the London HAC Plan.

Staff who are called to assist in the HAC should be competent and briefed on their role. Adult and children's social care staff are usually required to staff the HAC. If social care staff are required, they will be activated via the RA who will contact the relevant Head of Service to arrange the deployment of staff. Staff from other agencies, such

as a Police Family Liaison Officer (FLO), benefits specialists and those from the voluntary sector will also be required to attend and this will be arranged via the council's social care staff, with the BECC being updated accordingly.

Community Assistance Centre (CAC)

A council may decide to establish a CAC and undertake a detailed community impact assessment to provide support to the affected people and to support the recovery of the community. CAC's may be considered, particularly where a police-led HAC has not been activated. A CAC should be in an appropriate public building within easy reach of those affected and provide support relevant to the nature of the incident. A CAC may be appropriate when:

- The impact is concentrated in a particular area of the community
- If several areas are affected, several CAC may be considered
- People are significantly affected and need advice or support, but the intensity or impact of the event is of a lower order than would trigger a HAC.

Family and Friends' Assistance/Reception Centres (FFC)

If a FFC is required, the council will usually be contacted by the police who will request a suitable location for the FFC. The FFC is set up for all family members and friends who require information regarding a loved one during an incident. These centres will be staffed from the local Police; voluntary services and council social care staff.

Survivor Reception Centres (SRC)

SRC's are usually set up by the emergency services to deal with survivors who do not require hospital treatment but require minor first aid at the scene. The emergency services will run the SRC and will find a location as near to the incident site as safely possible. The council will assist with the activation if required. The SRC will only be opened for a brief time when it will be replaced by the rest centre In accordance with the guidance contained in the Resilience Standards for London.

Department Roles and Responsibilities

All departments within the council are responsible for maintaining procedures to enable the activation of their key functions and capabilities at short notice or out of hours. Each department is required to produce and maintain their own Departmental Incident Plan that is in line with this plan.

All departments have their own roles to play in response to incidents. These are explained in the Roles and Responsibilities Appendices A-F

4.10 Emergency Expenditure

Emergency expenditure must be approved by the council's Chief Finance Officer (Section 151 Officer) or Deputy, who where appropriate, will allocate a cost code.

4.11 Communication

It is essential as part of the command and control that staff, particularly front-line staff, are kept up to date regarding the situation in order to ensure the response and support being provided is optimised.

Communication to staff can be sent out in a variety of ways, including but not restricted to:

- Email messages to staff
- Updates on the intranet
- Face to face briefings.

Briefings should be carried in all cases where responsibility for a given task or activity is handed over to another person. This includes staff shift changes at Rest Centres, BECC, etc.

Out of hours communications will be initiated through the Duty Comms Officer.

4.12 Department Out of Hours Contact

Outside of normal working hours staff often become aware of incidents through the media. Staff should contact their departments to ascertain information regarding the incident and take advice.

4.13 Public Information

Responses to the media will be coordinated by the Police Press Officer following consultation with the press officers of each of the emergency responders and Councils.

Media or press releases in relation to incidents that involve Council property will be the responsibility of the Chief Executive's Department.

In any major incident that results in injury or loss of life, the release of information needs to be well coordinated to ensure that:

- unnecessary public alarm is avoided
- unnecessary stress or upset caused to casualties or family and friends
- the public are discouraged from approaching the scene
- the information is reliable and up to date
- the media are involved, and their skills and resources used to best effect
- each organisation involved will have differing needs in communicating with their staff.

4.14 Casualty Information

Information regarding casualties will be handled by the Police. In the event of a major emergency telephone hotline being set up this will be broadcast through television and radio media outlets.

4.15 VIP Visits

The scale of the incident may prompt site visits by VIP's. These visits will normally be coordinated by the Police. All visits should be coordinated through the Police as they are best placed to make decisions regarding security and impact to on-going response work.

VIP's may be accompanied by elected Members and/or officers of the Council. Those persons should be fully briefed by the Chief Executive's department to ensure that they can provide accurate information on the overall situation, actions being taken, and assistance provided.

4.16 Information for elected Members

Arrangements will be made to keep elected Members regularly updated on the response to an incident, especially if directly affecting their wards. Information for the Mayor, Council Members and local MP's will be coordinated by the Chief Executive or the Council Gold.

Council Members have no direct operational role in the management of the incident but are very important in supporting their communities and providing information to the public. Elected Members can also provide reassurance to the community during the recovery process and be a focal point for the Council's on-going activities.

5 External Roles and Responsibilities

The roles and responsibilities of external organisations during an emergency are laid out in the [London Emergency Services Liaison Panel \(LESLP\) Major Incident Principles](#).

The Emergency Planning team have entered a 'Memorandum of Understanding' (MOU) with the British Red Cross (BRC). This enables us to contact the BRC during an incident and ask for their assistance. This would mainly consist of assistance at the Rest Centre, but they are also able to help with transport, food, clothing, minor first aid and counselling.

In accordance with the Civil Contingencies Act 2004, the London Resilience Partnership maintains an oversight of emergency planning for London. Several plans and frameworks have been developed over the years that Merton Council uses in its planning arrangements. In the event of a pan-London emergency, pre-determined procedures are already in place. Any large-scale incident that affects London or a large part of the city will be coordinated by the London Local Authority Coordination Centre as it is likely that full government involvement may be necessary, and the London Strategic Emergency Plan may be activated.

5.1 Mutual Aid

During an emergency, there is a mutual aid agreement for London's borough councils to use mutual aid as the route to augment their own response capabilities, making requests at the earliest opportunity. Core elements of the mutual aid agreement include:

- Subject to the nature of the request, the default position of all London borough councils will be to release their staff and other resources to the requesting council and without delay
- Mutual aid should, in the first instance, be sought from neighbouring boroughs. At the point that this proves ineffective or LLAG deems it appropriate for mutual aid to be coordinated centrally, this requirement will then be supported by the London Local Authority Coordination Centre
- The requesting council should undertake to reimburse the responding council on a cost recovery basis, once the incident is over.

If mutual aid is requested from a council, the request must be made to either the Chief Executive or their deputies, in liaison with the Assistant Director of Public Protection, Head of Community Safety or the Emergency Planning & Business Continuity Manager. **If any initial request is made by telephone, it must be followed by a written request within 4 hours of the initial request being made.**

If several boroughs are affected by an incident, then all mutual aid would normally be coordinated through the London Local Authority Coordination Centre. (LLACC).

6 Stand Down of the response phase

The Council Silver in Liaison with Gold is responsible for giving the official stand down instruction on the emergency response ending.

Once the notification of stand down has been given, all logs and relevant documentation should be collected and provided to the Emergency Planning team to collate and secure. This documentation is essential for incident review, audits and may also be required as evidence.

6.1 BECC Stand Down

Those staffing the BECC can only be stood down by Council Silver via the BECC Manager.

6.2 Debriefing

Holding debrief sessions allow the chance to maximise the learning gained from an incident, event or exercise. Information learned from these sessions should be used to improve the response or actions in future events and not be used to apportion blame.

Debriefing sessions should be held as soon as reasonably possible. They should be flexible and work around the staff involved to ensure they feel comfortable enough to be open and honest.

All debriefs should be followed up with a written report. These reports should include learning points and recommendations on how to improve. These recommendations should be shared with essential stakeholders and assigned to appropriate persons or organisations to action. All actions should be tracked through to completion.

6.3 Types of Debrief

There are generally 3 types of debrief. These are:

Hot Debrief

Hot debriefs are held immediately after an incident or exercise. The hot debrief provides the opportunity to explore the response to the incident by those involved and gather thoughts on how things were managed. Hot debriefs provide an opportunity to gain essential learning points.

Cold (Formal) Debrief

Cold Debriefs should be held within 3-4 weeks of an incident or exercise. It should involve the key staff who were involved and look at identifying the strengths and weaknesses of the response in order to improve plans and training for future responses. If the response to an incident is long running, then regular debriefs should be held to assess the on-going response and identify any improvements.

Multi-agency Debrief

These debriefs should be held within 6 weeks on an incident and should look at reviewing the coordination and effectiveness of response from all parties.

Recommendations should be actioned, and potential follow up meetings arranged to ensure improvements to performance.

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7 Recovery Phase

7.1 Introduction

This section provides an overview of how the Council will manage the recovery phase. Local circumstances will dictate the nature of the recovery; recovery activities may not be required during an incident. As such, this section is not prescriptive and provides an overview of the general principles and concepts that will help to guide the Council's management of the recovery.

7.2 What is recovery?

Recovery is the process of rebuilding, restoring and rehabilitating the community following an emergency or disaster, continuing until the disruption has been rectified, demands on services have been returned to normal levels, and the needs of those affected have been met (Cabinet Office (2013). Emergency Response and Recovery).

7.3 When will the response move to the recovery phase?

The recovery process should be considered from the moment the emergency begins and is coordinated by the council in liaison with the Strategic Coordinating Group. If resources allow, the Recovery Co-ordinating Group is set up on the first day of the emergency.

A formal handover will need to take place between the lead responding agency and the local authority for the recovery phase. In most incidents, this will usually be the chair of the Strategic Coordination Group (SCG) (the Metropolitan Police Service) and the Chair of the multi-agency Recovery Co-ordinating Group (RCG). The decision to handover from response to recovery must be appropriately recorded and communicated to all Emergency Response Organisations and other responders involved in the response and/or recovery.

7.4 Who manages the recovery process?

The recovery process is led by the Council operating under its recovery management structure, to restore normality throughout the Borough.

The RCG will assume control of the recovery operations and oversee the restoration of normality in Merton Borough, providing visible and strong leadership. This group will be chaired by a Recovery Manager (a local authority representative). Membership will be composed of senior members of resilience partner organisations representing each agency's interests and statutory responsibilities. The Council may also send suitable representatives of affected departments and services.

7.5 What sort of actions will the Council take during the recovery?

The RCG will initially undertake an impact assessment which assesses long term impacts and needs of the affected community. This then informs a suitable recovery strategy and associated actions. It will consider:

- longer term humanitarian assistance and the coordination of memorials
- communications (e.g., public, media)

- health, welfare, economic and business recovery
- clean-up
- agreeing a joint vision for the final 'state' of built infrastructure and the natural environment, including opportunities for regeneration
- financial matters including the management of donations
- the stand-down strategy and timescales.

The actions may be devised and co-ordinated by a series of sub-groups which focus on impacts to a particular area e.g., social, health, economic, infrastructure, environmental and incident-specific issues. Terms of reference will be agreed for these sub-groups. The exact nature of the recovery actions will be determined by the incident circumstances.

The RCG will devise targets to measure progress for the recovery. These may include:

- all displaced people have returned to permanent accommodation
- public services have returned to agreed levels
- utilities are functioning at normal capacity
- transport infrastructure is available and running normally
- the local economy has recovered to pre-incident levels
- financial and administrative recording and reporting completed
- Council services have returned to 'business as usual' operation.

APPENDIX A – Roles and Responsibilities

Adult Social Care, Integrated Care and Public Health

Adult Social Care, Integrated Care Systems, Adult Safeguarding, Adult Commissioning, Provider Services, Mascot Telecare, and Public Health.

Introduction

In a council emergency or major incident all departments will have a role to play during and after the incident. During an incident Adult Social Care have a vital role in responding to an emergency within the borough.

Activation

Once a major incident has been declared the Civil Contingencies Adviser will notify the on-call Duty Silver who will activate the Council plans.

Community Care

Responsibilities

- Provide trained staff (Social workers/Social support workers) to assist at designated rest centres in aiding and welfare to residents as required.
- Provide and maintain information relating to location of vulnerable adults within the community and issue this information when necessary to assist in the care and possible evacuation of vulnerable residents.
- Supply and maintain an out of hours contact service in relation to emergencies within the borough.
- Manage volunteers responding to the emergency
- Manage Voluntary Organisation's providing support and services to emergencies within the borough

These responsibilities and actions are detailed in the Adult Social Care, Integrated Care and Public Health emergency plan.

APPENDIX B

Children, Lifelong Learning and Families

Children's social care, child protection, youth offending, schooling, jobs and skills, apprenticeships, lifelong learning and education for all ages.

Introduction

During a Council incident or major emergency all departments will have a role to play. Children, Lifelong learning and Families responsibilities range across a wide area from education properties to incidents involving children and young people.

Activation

Once a major incident has been declared the Civil Contingencies Advisor will notify the on-call duty manager who will activate the departmental Emergency plan.

Education and Social Care

Responsibilities

- Provide trained staff (social workers/social support workers) to assist in a designated rest centre to aid and welfare to residents as required.
- Provide and maintain information relating to location of vulnerable children and young people within the community.
- Assist schools in the event of an incident that would require the implementation of the Critical Incident plan.
- Provide staff to assist in the BECC or within other emergency response roles.

These responsibilities and actions are detailed in the Children's, Lifelong Learning and Families Emergency Plan.

APPENDIX C

Environment, Civic Pride and Climate

Facilities, Waste, Licensing and Enforcement including Trading Standards, Fly Tipping, Public and Green Spaces, Traffic, Highways and Parking, Emergency Planning, Civic Pride, Borough of Sport, Climate Change, Libraries and Community Hubs and Community Development.

Introduction

In a Council incident or major emergency all departments will have a role to play during and after the incident. The Environment, Civic Pride and Climate department has a significant role to play during an incident.

Activation

Once a major incident has been declared the Civil Contingencies Advisor will notify the Duty Silver who will activate the council's emergency plan.

These responsibilities and actions are detailed in the Environment, Civic Pride & Climate Emergency Plan.

Consumer and Business Protection (Public Protection)

Responsibilities

- Provide advice and assistance either in-house or through other agencies relating to infectious diseases and 'food alerts'.
- Assist in the investigation or to offer advice relating to incidents requiring information relating to health and safety at work incidents.
- Provide staff to assist in the BECC or within emergency planning roles.

Environmental Health (Public Protection)

Responsibilities

- To advise or obtain advice regarding contamination incidents or public health issues within the Borough relating to pollution or other environmental health issues.
- To provide advice relating to pest and rodent control.
- Provide support and advice relating to site clearance in line with the Merton Site Clearance plan and the National Guidance on Site Clearance.
- Provide staff to assist in the BECC or within emergency planning roles.

Safer Merton

Introduction

The Safer Merton team have a role of providing reassurance, delivery of information and assistance in the BECC.

Responsibilities

- To assist at the designated rest centre location with reassurance and security for staff and evacuees
- To assist in the delivery of relevant information to neighbours by door knocking or the delivery of written information before, during or after an incident
- To ensure vulnerable residents in known neighbourhood watch areas are notified of any incident and to inform the Civil Contingencies Advisor of residents who require extra assistance during an incident
- Provide sufficient staff to assist in the BECC as necessary.

Traffic and Highways

Responsibilities

- Advise where necessary regarding Geographical Information systems relating to information required during an emergency
- Ensure the smooth flow of traffic throughout the Borough wherever possible during an incident
- Maintain roads and highways throughout the Borough in the event of severe weather warnings
- To assist the Emergency Services with cordoning and traffic re-routing where necessary
- Provide advice and support regarding site clearance in line with the Merton Site Clearance plan and the National Guidance on Site Clearance
- Provide staff to assist in the BECC or with emergency planning roles.

Public and Greenspaces

Responsibilities

- To provide public halls, pavilions and leisure centre facilities or other council owned buildings if required as a rest centre
- To provide body holding areas and burial facilities as required
- To provide specialist agricultural equipment and machinery, fencing, small boats, mobile toilets and offices as required
- To provide advice and assistance in the control and management of arboriculture issues
- Provide staff to assist in the BECC or within emergency planning roles.

Parking

Responsibilities

- Provide information relating to access to Merton car parks
- Provide information relating to parking restrictions within the specified area and lift parking restrictions if necessary
- Arrange parking permits as necessary for staff involve in emergency response

- Provide staff to assist in the BECC or within emergency planning roles.

Regeneration Partnerships

Responsibilities

- To ensure Town Centre managers take appropriate action to inform business within an area of an incident that may affect them
- Provide staff to assist in the BECC or with roles within emergency planning

Transport Services

Responsibilities

- Provide vehicles and drivers to transport residents and vulnerable people in the event of an incident
- Provide staff to assist in the BECC or with emergency planning roles.

Street Scene & Waste Operations and Services

Responsibilities

- Provide street cleansing and clearance after an incident within the Borough, which may include hazardous substances
- Ensure annual maintenance plan for gully clearing is adhered to as detailed in the Severe Weather plan
- To aid or arrange for the welfare of those animals affected by the incident
- Assist in the removal of waste that includes cylinders which may be hazardous. Provide staff to assist in the BECC or with emergency planning roles.

APPENDIX D

Innovation and Change

Customer Experience, Policy and Strategy, Democratic Services, Corporate and Business Planning, Communications, Monitoring Officer, Press, Public Relations and Affairs, Media including social media, Values, Professionalism and all Enabling Services including Legal, Governance, Registry, Secretariat and Human Resources.

Introduction

In a major incident, the requirements of the media for fast early information will cause extreme pressure on all agencies involved. This pressure will be immediate and sustained and will be exacerbated by the sheer numbers of media who will arrive at the scene within a short time of an incident occurring. The Media Plan has, therefore, been developed to minimise the pressure on those operational staff directly involved in the incident and to ensure the optimum possible response to media requirements in order to assist the Media in achieving the best and most accurate reporting possible.

Activation

Once a major incident has been declared the Civil Contingencies Adviser will notify the manager/on call officer of the Press & Publicity team who will activate the Crisis Communications Emergency Plan.

Communication, Press and Publicity

Responsibilities

- To ensure all media enquiries are dealt with and responsibility for ensuring all press releases and statements given by members of staff and councillors are cleared for publication
- To inform all relevant ward members of an incident as soon as possible
- Provide sufficient staff to assist in the BECC as necessary
- To monitor social media coverage of the incident on behalf of the Council and advise Gold on the developing information environment
- To employ a wide range of appropriate methods to communicate information directly to the public, including digital and print means
- To advise on and implement community engagement and reassurance efforts both during and in the aftermath and recovery phase of an incident.

If it is deemed necessary, the BECC can accommodate an area for a press officer to attend during the incident.

Merton Link

Activation

Once a major incident has been declared the Civil Contingencies Adviser will notify the manager of the Merton Link team who will contact the appropriate staff to assist in the BECC, in a rest centre or to staff a helpline.

Responsibilities

- Provide staff to assist in a rest centre location to aid residents and evacuees with information
- Assist with staffing the emergency help line for the initial stages of the incident (time limit to be determined by affected department but no longer than two hours).

Translation Services

Responsibilities

- To provide translation services in the event of an incident at either the incident scene or a rest centre where the need for a translator is evident.

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APPENDIX E

Finance and Digital

Finance, Accounting and Reporting, Financial Investment and Strategy, Treasury, s.151 duties, Procurement and Digital and Connectivity

Introduction

In a council incident or major emergency all departments will have a role to play during and after the incident. The Finance and Digital department have a significant support role to play during an incident.

Activation

Once a major incident has been declared the Civil Contingencies Adviser will notify the Duty Silver, who will activate the departmental plan

Business Support

Responsibilities

- Identify departmental staff to support in a designated Rest Centre.
- Assist with the provision of information relating to GIS including maps and advice.
- Identify departmental staff to assist in the BECC or within emergency planning roles.

APPENDIX F

Housing and Sustainable Development

Regeneration, Economic Development, Housing Development Projects, Strategic Planning, , Asset Management, Development Management, Building Control, Property –, Commercial and Operational (but not schools)Facilities Management, Safety Services, Housing Policy and Strategy, Housing needs and Homelessness

Introduction

In a council incident or major emergency all departments will have a role to play during and after the incident. The Housing and Sustainable Development department have a significant support role to play during an incident.

Activation

Once a major incident has been declared the Duty Silver will notify the Departmental Executive Director who will activate their local plan.

Responsibilities

- To assist in the supply and the provision of shelter and practical support in rest centres. As above e.g., Rest Centre Manager and staff to provide advice as necessary
- To provide and arrange the provision of temporary housing for those displaced residents who cannot find temporary accommodation themselves as required.
- Provision of support through Building Control

Building Control

Responsibilities

- Provide advice and assistance to the emergency services relating to dangerous structures.
- Provide support and advice to site clearance in line with the Merton Site Clearance plan and the National Guidance on Site Clearance.
- Provide advice as necessary relating to the All England Lawn Tennis Club Championships.
- Provide staff to assist in the BECC or within emergency planning roles.

Facilities

If the incident relates to a London Borough of Merton corporate building it will be the responsibility of the facilities manager to notify the Emergency Planning team to activate the Corporate or Departmental Business Continuity plans if necessary.

Responsibilities

- To ensure access is available to emergency planning team/staff at the Civic Centre during activation of the BECC
- Provide sufficient staff to assist in the BECC as necessary

- Provide sufficient security staff within the corporate building as necessary during activation of the BECC
- To notify the Civil Contingencies Adviser as soon as possible regarding an incident relating to a corporate building.

Safety Services

Responsibilities

- To supply information to the emergency and management teams regarding any health & safety issues.

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