

RICHMOND & WANDSWORTH BOROUGH COUNCILS

CORPORATE RESILIENCE PLAN

Author: Richmond & Wandsworth Emergency Planning Unit
Emergencyplanning@richmondandwandsworth.gov.uk

Reviewed: May 2026

Next Review Due: May 2027

Version: Version 8.0

Table of Contents

PLAN ADMINISTRATION	4
I. VERSION CONTROL	4
II. SECURITY CLASSIFICATION AND ACCESS	4
III. DATA PROTECTION	4
IV. ACRONYMS	4
V. PLAN GOVERNANCE AND DISTRIBUTION	4
VI. DISTRIBUTION LIST:	5
1. ACTION CARDS	6
2. INTRODUCTION	7
2.1. FOREWORD	7
2.2. PLAN AIM	7
2.3. NOTE ON THE TYPE OF RESPONSE	7
2.4. <i>Emergency / Major Incident Response</i>	7
2.5. <i>Business Continuity Response</i>	8
2.6. LINKS TO OTHER DOCUMENTS/PLANS	8
3. PLAN ACTIVATION	9
3.1. TRIGGERS AND ACTIVATION	9
3.2. NOTE ON BUSINESS CONTINUITY ACTIVATION	9
3.3. NOTIFICATION OF AN INCIDENT/EMERGENCY	10
3.4. RECEIPT OF INFORMATION	10
3.5. ACTIONS UPON ACTIVATION/ACTION CARDS	11
3.6. INCIDENT CLASSIFICATION	11
3.7. BUSINESS CONTINUITY RANKING OF SERVICES	14
3.9. MOVE TO CRITICAL GUIDANCE	15
4. COMMAND AND CONTROL	16
4.2. COMMAND & CONTROL STRUCTURE	16
4.3. DEPUTISING	16
4.4. <i>Gold Roles and Functions</i>	16
4.6. <i>Bronze Roles and Functions</i>	17
4.7. <i>Elected Members</i>	18
4.8. DIRECTORATE ROLES AND RESPONSIBILITIES	19
4.9. EXTERNAL ROLES & RESPONSIBILITIES	19
4.10. EMERGENCY EXPENDITURE	19
4.11. RECHARGE POLICY	19
5. COMMUNICATION	21
5.1. INFORMATION TO STAFF AND FRONT-LINE SERVICES	21
5.2. PUBLIC INFORMATION	21
5.3. INFORMATION POLICY	21
5.4. CASUALTY INFORMATION	21
5.5. VIP VISITS	21
5.6. INFORMATION TO ELECTED MEMBERS	22
5.7. JOINT BOROUGH RESPONSE	22
6. STAND DOWN & RECOVERY	23
6.1. STAND DOWN	23
6.2. <i>BECC Stand Down</i>	23
6.3. DEBRIEFING ARRANGEMENTS	23
• <i>Hot debrief</i>	24
• <i>Cold (formal) debrief</i>	24
• <i>Multi-agency debrief</i>	24
6.5. EMPLOYEE ASSISTANCE PROGRAMME	24

6.6. RECOVERY ARRANGEMENTS	24
APPENDIX A – PRIORITY SERVICES LIST.....	25
APPENDIX B - ADULT SOCIAL CARE AND PUBLIC HEALTH DIRECTORATE	26
APPENDIX C – CHANGE & INNOVATION DIRECTORATE.....	27
APPENDIX D - CHIEF EXECUTIVE GROUP DIRECTORATE.....	28
APPENDIX E - CHILDREN’S SERVICES DIRECTORATE (WANDSWORTH)	29
APPENDIX F – ACHIEVING FOR CHILDREN (RICHMOND)	30
APPENDIX G - RESIDENT SERVICES DIRECTORATE.....	31
APPENDIX I – FINANCE DIRECTORATE	32
APPENDIX J – PLACE AND GROWTH DIRECTORATE.....	33
APPENDIX K: EMERGENCY CENTRES	34
APPENDIX L: VULNERABLE PEOPLE.....	35
APPENDIX M: CCG AGENDA	36
APPENDIX O: GLOSSARY	44
APPENDIX P: RESILIENCE PLANS AND CAPABILITY DOCUMENTS.....	47
APPENDIX Q: LOCAL AUTHORITY – COMMAND FUNCTIONS AT INCIDENT RESPONSE LEVEL..	48
LA COMMAND-AND-CONTROL DIAGRAM.....	48
REGIONAL COMMAND AND CONTROL DIAGRAM.....	49

Plan Administration

I. Version Control

This plan is regularly reviewed and updated as and when necessary; it will be reviewed and exercised no less than annually, with exercises alternating between business continuity and emergency response.

Version	Date of change	Amendments	Responsible Officer
Version 2.1	05/17	Amalgamation of Richmond & Wandsworth Emergency Plans as part of Shared Staffing Arrangement.	Emergency Planning Office
Version 3.0	01/18	Changes to business continuity rankings	Emergency Planning Office
Version 4.0	01/19	Document revised to comply with standardisation documents	Emergency Planning Office
Version 5.0	04/20	Annual review and amendment to layout	Emergency Planning Office
Version 5.1	07/20	Reviewed following Covid-19	Emergency Planning Office
Version 6.0	07/22	Annual review	Emergency Planning Office
Version 7.0	12/23	Full Review. Introduction of additional action cards. Removal of emergency voicemail system. Updated to align with current departments and services.	Emergency Planning Office
Version 7.1	07/24	Updated to reflect changes to the Directorate	Emergency Planning Office
Version 8.0	05/26	Annual Review. Gold and silver arrangements updated. Emergency contact app included. Removed references to SSA. Directorate changes updated following Transformation project. Updated threat level change	Emergency Planning Office

II. Security classification and access

This document is protectively marked as **OFFICIAL SENSITIVE – RICHMOND & WANDSWORTH COUNCIL/BOROUGH RESILIENCE FORUM USE ONLY**. This document should not be made publicly available and should only be seen by those with a specific need to know. For further information, refer to the Cabinet Office guidance ‘Government Security Classifications August 2024’, see: [Government Security Classifications - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/government-security-classifications-august-2024)

III. Data protection

Richmond and Wandsworth Councils take the privacy and security of the personal and sensitive 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 Regulation 2018. **Note that during a Business Continuity event all the standard requirements for information governance and security still apply.**

IV. Acronyms

Acronyms are used extensively throughout this document; this is both for the sake of brevity and to familiarise the reader with the terminology used when dealing with the emergency services. A glossary and list of acronyms can be found in [Appendix O](#)

V. Plan governance and distribution

This plan has been approved by the Councils’ Directors Board

VI. Distribution list:

- This document is made available to the general public.

1. Action Cards

Restricted Circulation: Information is not available in this version

2. Introduction

2.1. Foreword

- 2.1.1. 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', as defined in the Civil Contingencies Act 2004 (the Act).
- 2.1.2. 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.
- 2.1.3. This document is one of a series of plans that underpin the CONOPS, and it sets out the appropriate procedures and arrangements to ensure that the Councils can, as far as reasonably practicable, discharge their statutory responsibilities within the Act.
- 2.1.4. This is a generic plan which can be adapted to deal with many of the hazards identified in the Richmond & Wandsworth Borough Risk Registers. Those hazards requiring a specialised response are covered by specific plans i.e., the Borough Resilience Forum Multi-Agency Flood Plan.
- 2.1.5. References in this plan to the Borough Council's "Immediate Response Call-out Arrangements" refer to a separate booklet, detailing the Councils' operational response, which are carried by key personnel from each Council. This is supported by an Emergency Contacts App.

2.2. Plan Aim

- 2.2.1. 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'.

2.3. Note on the Type of Response

- 2.3.1. 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. Classification of each responsibility is shown below, including specific response objectives for each:

2.4. Emergency / Major Incident Response

- 2.4.1. 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 Richmond or Wandsworth Borough. In an emergency the Councils should seek:
- to maintain services and provide assistance 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.

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

2.5. Business Continuity Response

- 2.5.1. 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 Councils' the capability to deliver critical services to each borough, as far as is reasonably practicable, whatever the circumstances. During a business continuity incident, the Councils 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 affected Boroughs, staff, members of the Councils', other agencies, and the media.
- 2.5.2. Priority will be given to restoring essential services (see [Service Ranking](#) on page 11), detailed in [Appendix A](#) in accordance with the priorities in the Resilience Policy and as determined by the Council Gold Group or designated Business Continuity Team, at the time of the incident.

2.6. Links to Other Documents/Plans

[This section is not available in this version](#)

3. Plan Activation

3.1. Triggers and Activation

3.1.1. The plan will be activated by Council Silver or the Resilience Adviser (Duty Resilience Adviser), who will put Directorates and officers on alert or standby in accordance with the appropriate level of response.

3.1.2. The following are trigger points for activating the Plan:

- Notification from the Local Authority Liaison Officer (LALO) of a level 3 or 4 incident (see Table 2 on page 35 for incident classifications and example of trigger events).
- Decision of Council Silver, Council Gold, 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, 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.

3.2. Note on Business Continuity Activation

3.2.1. 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 Councils as a whole.

3.2.2. 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.

3.3. Notification of an Incident/Emergency

3.3.1. Most reports regarding an incident or emergency will be received by the JCC; however, information regarding an emergency could be received by the councils through a variety of routes. Figure 1 outlines the information flow in such a situation.

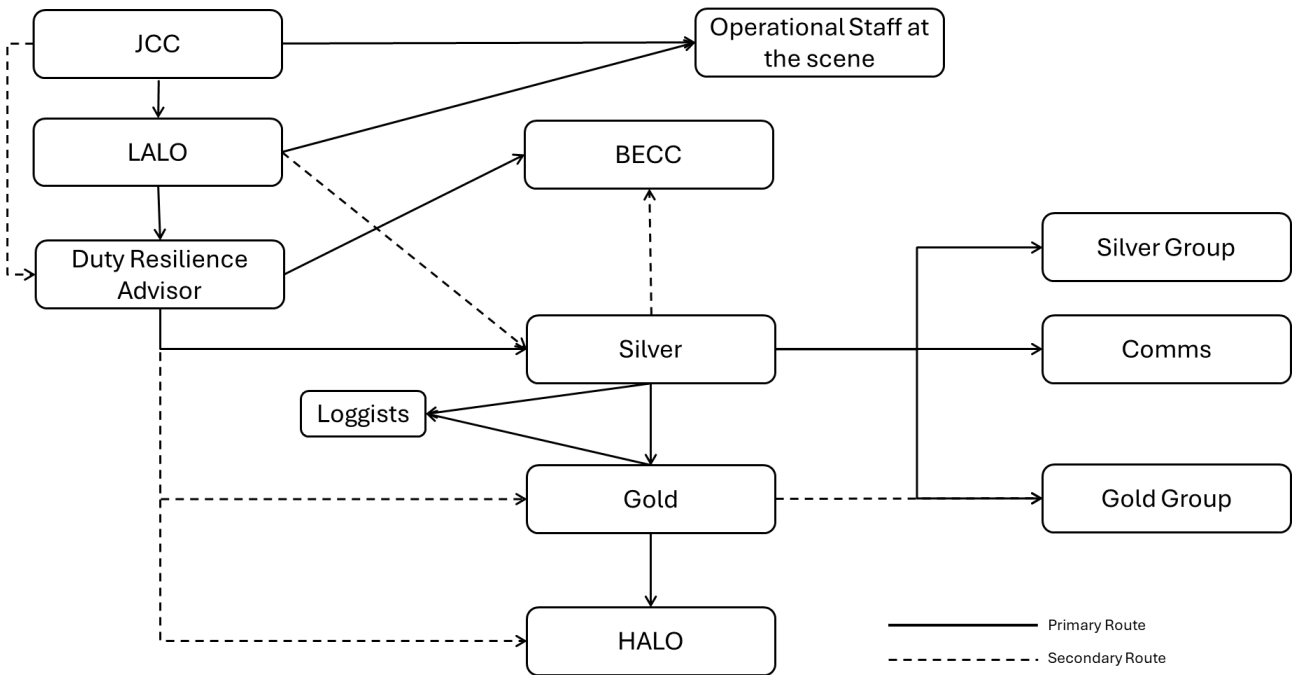


Figure 1: Emergency Notification Flowchart

3.4. Receipt of Information

3.4.1. **Whoever** receives the initial report must immediately note the name, call sign (if relevant) and telephone number of the informant and the information below, using METHANE in accordance with the JESIP principles. **This must then be passed immediately to the JCC.**



Figure 2: Methane Mnemonic

3.5. Actions upon Activation/Action cards

- 3.5.1. For an emergency response, the actions upon notification are detailed in the “Major Incident Staff Action Cards (MISAC)” written for each emergency response role. *The Actions Cards are not available in this version.*
- 3.5.2. For a business continuity event, the actions upon notification are detailed in the “Business Continuity Action Cards (BCAC) written for each response role. *The Actions Cards are not available in this version.*

3.6. Incident Classification

- 3.6.1. The Councils’ response will vary according to the severity of an incident. To manage an appropriate response, both emergency and business continuity incidents are categorised into five levels of severity.
- 3.6.2. Further details of these levels are outlined in Table 2 on the following page, along with examples for both emergency and business continuity incidents.

Table 1: Incident Classifications & Response Levels

RESPONSE LEVEL	EXAMPLES Examples of Emergency and Business Continuity incidents.	THE COUNCILS' RESPONSE The Councils' response, co-ordination, and internal reporting.
Level One Minor impact Greater frequency	<p>Emergency: 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 (4-8 hours) disruption on a non-strategic service.</p>	<p>Response: Response by more than one service needing service level co-ordination of Council activities.</p> <p>Co-ordination: Emergency response to incidents affecting the borough(s) will be coordinated by the LALO & Duty Resilience Advisor.</p> <p>Business continuity incidents will be co-ordinated by the manager of disrupted service in consultation with Directorate structures and relevant services e.g. Facilities, IT</p> <p>Reporting: Inform the Duty Resilience Advisor (via JCC) as incident develops.</p>
Level Two Limited impact Occasional	<p>Emergency: Incident resulting in short term evacuation of residents with no/few special needs for 3-6 hours. Unlikely to need overnight emergency Centre for evacuees.</p> <p>Business Continuity: Disruption to critical service(s) expected to last for a few hours (e.g., closure of Town Hall).</p>	<p>Response: Response by more than one service, needing co-ordination for several hours. Business Continuity Plan invoked for affected Directorate(s) only.</p> <p>Co-ordination: Emergency response to incidents affecting the borough(s) will be coordinated by the LALO & Duty Resilience Advisor with the Duty Council Silver and where necessary, the Duty Council Gold.</p> <p>Business continuity incidents will be co-ordinated by the Directorate of disrupted service(s) and where necessary, in consultation with the Duty Council Silver/Gold</p> <p>Reporting: Regular reports to the Council Silver (initially via JCC). Affected Directorate to report.</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 of more than a day. Frequent requests for support from Emergency Services.</p> <p>Business Continuity: Disruption to critical services expected to last for more several than hours (e.g., failure of critical system such as IT network e-mail or telephones council wide).</p>	<p>Response: Some routine activities may be reduced, and effort made to ensure that critical services are maintained – Business Continuity Plan invoked for affected Directorates.</p> <p>Co-ordination: Response across many services. Co-ordination through Council Gold Group chaired by the Duty Gold or other nominated Executive Director.</p> <p>Reporting: Some functions of Borough Emergency Control Centre opened possibly 24/7. Some functions of Directorate Control Centres opened. Reports submitted daily to the Chair of Council Gold Group (CGG).</p>
<p>Level Four</p> <p>Widespread disruption to Richmond, Wandsworth, 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: Critical services only. Full Council Gold Group mobilised including all Executive Directors involved – full Business Continuity Plan invoked.</p> <p>Co-ordination: Council effort fully directed to recovery from incident. Non-critical activities suspended. Co-ordinated across directorates by the Council Gold Group from all directorates chaired by the Duty Council Gold Chief Executive or a nominated Executive Director.</p> <p>Reporting: Borough Emergency Control Centre opened 24/7. Directorate 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: Potential for serious impacts in future e.g., infectious disease outbreak or warnings of disruption to the fuel supply.</p> <p>Business Continuity: potential for business continuity impacts e.g., disruption to fuel supply or staff shortages as a result of infectious disease.</p>	<p>Response: May be need for a response from more than one service</p> <p>Co-ordination: Co-ordination through Council Gold Group chaired by the Duty Council Gold or nominated Executive Director.</p> <p>Reporting: Reporting to the CGG.</p>

3.7. Business Continuity Ranking of Services

- 3.7.1. In the event of a serious or catastrophic incident, it is probable that some or all of the Councils' critical services may be initially affected. Each critical service is required to consider the impact on their service for periods of 12 hours, 24 hours, 3 days, 7 days and 1 month.
- 3.7.2. All services have undertaken a Business Impact Analysis (BIA) to establish a recovery time objective measured against a standard format with an appropriate ranking to enable prioritisation of services. In accordance with the Councils' Resilience policy, essential services are ranked based on the following priority criteria:

Implications for critical service delivery	Restoration Time scale				
	Health, welfare, safety of public or staff				
Statutory and/or legal obligations					
Environmental implications					
Financial cost to Councils					
Reputational issues					
Impact on partner organisations					
Service Ranking	P1 < 12 hours	P2 < 24 hours	P3 Up to 3 days	P4 Up to 7 days	P5 Up to 1 month

3.8. Service Ranking

- P1:** Services which need to be restored immediately and certainly no later than 12 hours after the event.
- P2:** Essential services which need to be restored no later than 24 hours.
- P3:** Services that are very important but could be restored up to 3 days later before issues become critical.
- P4:** Services that are less important but need to be restored within 7 days*
- P5:** Services that could be restored within 1 month*

*Although these services are less important, the staff may provide a vital role in supporting the P1-P3 ranked services therefore staff should not think they are surplus to requirements.

- 3.8.1. All services have developed business continuity plans to deliver their priority functions for a minimum period of 24 hours in a range of Business Disruption scenarios.
- 3.8.2. If the emergency involves the loss of some or all of the Councils' IT systems, then the Disaster Recovery Plan will be implemented. This has been written to support the recovery of the Councils' critical services and is based upon the information provided by the directorates in their service BIA's.
- 3.8.3. P1 and P2 ranked activities can be found in [Appendix A](#) These are reviewed on an annual basis during the Business Continuity Review. *This is not available in this version*

3.9. Move to Critical Guidance

- 3.9.1. At the time of this plan publication, the threat to the UK from terrorism is Severe meaning an attack is very likely. Threat levels do not have an expiry date. They can change at any time as different information becomes available. The threat level is set by the Joint Terrorism Analysis Centre and the Security Service (MI5). To confirm the current threat level, see: <https://www.gov.uk/terrorism-national-emergency>
- 3.9.2. If there is overwhelming intelligence of an impending attack, or if the UK is in the aftermath of an attack, the Joint Terrorism Analysis Centre (JTAC) may raise this level to Critical.
- 3.9.3. The associated effects of increasing the threat level will likely result in increased pressure and risk on Council services and the communities they serve.
- 3.9.4. Due to the wide range of scenarios which could lead to an increase in threat level, it is impossible to produce a definitive planning assumption. The emergency & business continuity structures in this plan are scalable and can be adapted to ensure the Councils continue to function during this period.
- 3.9.5. Further information is available in the Move to Critical Guidance v1.0 – **MARKED OFFICIAL SENSITIVE.** *This is not available for the general public.*

4. Command and Control

4.1.1. The Councils' response will depend on the severity of the emergency or major incident and is designed to be scalable as appropriate. Regardless of whether an incident is external to the Councils, or an internal business continuity incident, the command-and-control structure remains the same.

4.2. Command & Control Structure

4.2.1. In line with other Category 1 responders, the Councils follow a functional Gold, Silver & Bronze command structure; this denotes a strategic, tactical, and operational level of planning and response. The roles and responsibilities central to these categories are outlined below; further information is available in CONOPS.

4.2.2.

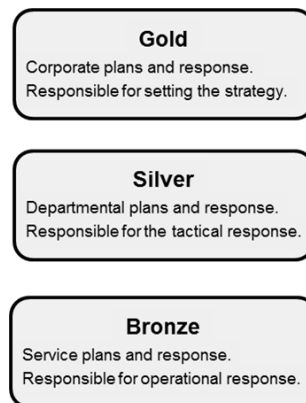


Figure 3: Functional Command Structure

4.3. Deputising

4.3.1. Where an individual is named to fulfil a role, rather than a rota, they must plan arrangements for Deputy cover if they are unavailable, for example due to leave. These arrangements should be communicated clearly.

4.4. Gold Roles and Functions

4.4.1. Council Gold

Council Gold takes overall responsibility for the Councils' response to a major incident or large-scale emergency and sets the strategic priorities for the response.

4.4.2. Council Gold Group (CGG)

The aim of the CGG is to assess the major incident or large-scale emergency and establish the policy and framework of the Councils' response. The CGG will be chaired by Council Gold.

A suitable location for the CGG will be decided by the Council Silver; a template agenda for CGG meetings can be found in [Appendix L](#). *This is not available for the general public.*

4.4.3. 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.

4.4.4. **London Local Authority Gold (LLAG)**

The Chief Executive is rostered to perform the role of London Local Authority Gold (LLAG). As LLAG, the Chief Executive represents all London Local Authorities and provides input during multi-agency strategic response activities to incidents or disruptive challenges.

4.4.5. **Decision Loggist for Council Gold**

A Decision Loggist records in a logbook all decisions taken, not taken, or deferred by a Decision Maker during a major incident. A Loggist is not a general 'runner', minute taker or administrative support.

4.5. **Silver Roles and Functions**

4.5.1. **Council Silver**

Council Silver is the tactical manager of the Councils' response to the incident. This officer determines the best way to achieve the strategic priorities as determined by Council Gold and will take overall responsibility for the coordination of the incident.

4.5.2. **Joint Control Centre (JCC)**

The JCC is the dedicated (24 hours) control centre for residents and vulnerable clients in Richmond and Wandsworth Councils. The JCC has access to CCTV, is the primary contact for the emergency services and can contact the Councils' duty officers.

4.5.3. **Local Authority Liaison Officer (LALO)**

The LALO acts as a channel of communication between the Council Silver (or BECC if activated) and the emergency services; they represent the Councils at the scene and will take the role of Council Bronze. The LALO has responsibility for all Council employees at the scene and has authorisation to incur expenditure as necessary when dealing with the incident.

4.5.4. **Borough Emergency Control Centre (BECC)**

The BECC supports the command-and-control functions of the CGG and acts as the central liaison point for Council services and other organisations involved in the emergency.

4.5.5. **Council Silver Group**

The Council Silver Group comprises members of the directorate management teams and supports the CGG by directing the actions of their directorate to ensure the strategy devised by the CGG is realised. They will activate their Directorate Emergency Control Centre for incidents classified as Level 3 and above.

4.6. **Bronze Roles and Functions**

4.6.1. **Emergency Rest Centres**

In a large-scale emergency, the emergency services will direct people from the site of the incident to an Emergency Centre. There are different types of Emergency Centre, the most common of which is an Emergency Rest Centre (ERC). ERC functions currently vary between Richmond and Wandsworth, with different arrangements in place for each Borough.

4.6.2. For Richmond,

- Adult Social Care and Public Health Officer *will* perform the role of Emergency Rest Centre Coordinator.

Responsibility for the emergency feeding/staffing of designated Rest Centres is in the first instance managed by day centre staff.

4.6.3. For Wandsworth,

- Resident Services Officer will perform the role of Emergency Rest Centre Coordinator
- Responsibility for emergency feeding and staffing of designated Rest Centres lies with the Assistant Director of Resident and Estate Services. Emergency Rest Centres will be capable of receiving substantial numbers of people who need to be taken from the scene of any incident and cared for until alternative arrangements can be made, and to receive help and guidance particularly if relatives or friends have been killed or injured.
- The Assistant Director of Resident and Estate Services may call upon the Children's Services Directorate/Adult Services Directorate to assist in staffing Rest Centres if significant numbers of the under 18 years or over 65 years group are involved.

4.6.4. As well as Rest Centres, Local Authorities are required to assist in the running of other centres, namely Survivor Reception Centres, Family & Friends Reception Centres, Humanitarian Assistance Centres and Community Assistance Centres. The activation and management of these centres is largely the same, so they are not included in this plan. Further information on each type of centre can be found in the Emergency Centres Plan and in CONOPS, available via the Resilience Adviser.

4.6.5. British Red Cross (BRC)

- London Resilience Forum Local Authorities Regional Resilience Board (LARRB) and BRC have a MoU whereby a Local Authority can request BRC resources, including rest centre staff, to help support responding to an incident. The BRC will assess the suitability of deployment (including availability of resources), determine, and deploy the most appropriate resource required to support the response and confirm an estimated arrival time of resources.

4.7. Elected Members

4.7.1. Elected Members provide community leadership within their own ward and feed information into the appropriate service within the Councils. The Leaders and Ward Councillors of the ward affected will be contacted by the Chief Executive or Council Silver at an appropriate time. When contacted, Members will:

- Provide community leadership in their own ward.
- Communicate information to the public and media as required by the CGG and the Communications Team.
- Use their local knowledge to identify local groups and partners who may be able to help in response and recovery.
- Signpost members of the public towards the right agency to get the support they need.
- Be prepared to take an active role in the recovery process where they will be the eyes and ears on the ground by providing a focus for, and listening to, community concerns.
- Feed community concerns into the recovery process via the recovery coordinating group.

4.7.2. For additional information on the role of elected members see the Local Government Association guide "[A councillor's guide to civil emergencies](#)" or [A Civil Resilience Handbook for Councillors in London Local Authorities](#)

4.8. Directorate Roles and Responsibilities

- 4.8.1. All directorates are responsible for maintaining procedures to enable the activation of their key functions and capabilities at short notice and out of hours. They also have responsibility to support the Councils' emergency response.
- 4.8.2. The primary areas of responsibility for the local authority at a major incident may be summarised as:
- provision of support for the emergency services.
 - provision of support and care for the local and wider community.
 - provision of resources to mitigate the effects of an emergency.
 - co-ordination of the response by organisations other than the emergency services; and
 - leading the recovery of the community post incident.
- 4.8.3. During a business continuity incident, the primary areas of responsibility may be summarised as:
- Restoring essential services in accordance with the pre-determined set of priorities.
 - Maintaining those services not affected by the event or events.
- 4.8.4. Each directorate has its own role in contributing to the corporate effort; an overview of the actions of each directorate is given in Appendices B-I but are [not available in this version.](#)

4.9. External Roles & Responsibilities

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

4.10. Emergency Expenditure

- 4.10.1. In accordance with the Procurement Regulations, all Directors have authority to spend up to UKPCR Services threshold without obtaining competitive quotations or tenders in the event of a major incident occurring, where such expenditure is required.
- 4.10.2. Council credit cards are held by designated members of staff. Cards are currently held by all Local Authority Liaison Officers and designated staff within the Resident Services directorate.
- 4.10.3. The cards may be used only for essential purchases of services, accommodation or equipment as required by an emergency situation. Use of the cards will be subject to the usual audit requirements. For most staff, in an emergency situation the normal arrangements for placing orders, incurring expenditure, and making payments will apply.
- 4.10.4. In the event of a Major Incident, part of the humanitarian response may include the provision and distribution of pre-paid cards to support the immediate needs of displaced persons. These can be arranged during working hours, and potentially during the day at weekends. Further details are provided in the Humanitarian Assistance Plan.
- 4.10.5. Proper records must be kept of any expenditure incurred.

4.11. Recharge Policy

- 4.11.1. Where reasonable and appropriate the Councils will seek to recover any costs incurred. This may include the cost of the provision of accommodation and/or staff costs.

Situations where this might arise include emergency situations arising as a result of damage/failures in utilities e.g., gas, electricity, water. Situations where recharges might be considered should be discussed with the head of service.

- 4.11.2. Depending upon the nature of the incident, the Councils may be able to claim some expenditure back through the Bellwin Scheme.

5. Communication

5.1. Information to Staff and Front-Line Services

- 5.1.1. It is recognised that there will be a need to keep staff, particularly front-line officers, apprised of the situation, in order to provide support and advice as soon as possible.
- 5.1.2. *This is not available in this version.*

5.2. Public Information

- 5.2.1. The Police Press Officer shall co-ordinate the response to media enquiries after consultation with press officers of each of the emergency services and the Councils.
- 5.2.2. If the incident involves Council property, then any media or press release in relation to the incident will be the responsibility of the Assistant Chief Executive. See Emergency Communications Plans for further information.
- 5.2.3. Should there be a need for an emergency announcement the BBC may be contacted by the Assistant Chief Executive, Head of Communications, or their staff on the direction of the Chief Executive.

5.3. Information Policy

- 5.3.1. We have a statutory duty to warn and inform the public of emergencies under the Civil Contingencies Act. In any major incident or natural disaster causing injury or loss of life, the release of information needs to be well co-ordinated to ensure that:
 - public alarm is not caused unnecessarily.
 - undue stress is not caused to casualties or their relatives and friends.
 - the public are discouraged from 'sight-seeing' at the scene.
 - information is reliable.
 - the needs of the media are met, and their skills and resources are used to best effect; and
 - allowance is made for the fact that each organisation involved will wish to keep its members informed.
- 5.3.2. The Chief Executive or designated representative will act as press representative for the Councils. The Council Leader, or nominated deputy, will be expected to take a public facing role.

5.4. Casualty Information

- 5.4.1. Casualty information will be handled by the Police Casualty Bureau at New Scotland Yard or other designated facility.
- 5.4.2. In the event of a major emergency telephone contact details will be broadcast on television and radio.

5.5. VIP Visits

- 5.5.1. Visits by VIPs may be prompted by the scale of the disaster. VIP visits will normally be co-ordinated by the police. In any instance, close liaison with the police should be sought and the police must be consulted about the timing of the visits as they are best

placed to consider security implications and ensure that rescue and lifesaving work is not interrupted.

- 5.5.2. Dignitaries attending may be accompanied by Members and officers of the Councils. Those representatives accompanying VIPs will need to be fully briefed by the Chief Executive or nominated deputy; this will ensure that they can provide accurate information on the overall situation, the actions taken, and the assistance provided by the Councils.

5.6. Information to Elected Members

- 5.6.1. Although Council Members have no operational role in the management of a major emergency, they are a valuable source of, and conduit for, dissemination of information to the public. The Leaders and/or Deputy Leaders as well as Members whose wards are affected will therefore be notified of any major emergency as detailed in the action cards.
- 5.6.2. Arrangements will be put in place to regularly update members; particularly those whose wards may be directly affected, on the progress of the incident. Information for the Mayor, Council Members, officers, and local MP's will be co-ordinated as directed by the Chief Executive or the Council Silver.

5.7. Joint Borough Response

- 5.7.1. Should the incident be on or close to surrounding borough boundaries or involve more than one borough, sharing of information with neighbouring boroughs or London Resilience should be considered at the earliest opportunity, and the need for joint multi-agency, Gold, or Silver meetings should be discussed.
- 5.7.2. Invocation of the pan-London arrangements will be initiated on the direction of the Chief Executive or London Local Authority Gold
- 5.7.3. Initial mutual support should be requested from the South-West London sub-region (Merton, Sutton, Croydon, and Kingston). Further mutual aid can also be requested on a pan-London basis.
- 5.7.4. This plan may be activated in response to an incident affecting a neighbouring borough, to support their response, or to respond to a pan-London incident.

6. Stand Down & Recovery

6.1. Stand Down

- 6.1.1. Council Gold will decide when it is appropriate to stand down the Councils' response to an incident/emergency. Following the end of the emergency response, it is then the responsibility of the Council Silver to formally stand down response arrangements.
- 6.1.2. On notification of stand down, all logs and documentation relevant to the incident/emergency must be collected and passed to the Emergency Planning Unit to be secured for audit purposes.
- 6.1.3. The Councils revert to normal directorate management processes, or as directed by the Recovery Coordinating Group.
- 6.1.4. The Council's Recovery Plan should be used to guide the return to normal council services.

6.2. BECC Stand Down

- 6.2.1. Where staff have been put on **standby** but are not needed, the Duty Resilience Adviser will stand these responders down. However, where staff have activated, they can only be stood down on the instruction of the Council Silver via the BECC Manager.

6.3. Debriefing Arrangements

- 6.3.1. Debriefing should be seen as the best method of maximising the learning to be gained from an incident, event, or exercise. They are about improving performance and should not be used as a method of apportioning blame for any failings identified. All officers involved in the incident, event or exercise should attend any debrief session that they have been invited to and complete any paperwork that is required for the debriefing process.
- 6.3.2. The debriefing process is designed to be entirely flexible and should be tailored to the situation and the staff involved. For this reason, careful consideration should be given to the timing of the debrief, its location and those who are invited to attend, but should be organised as soon as is reasonably practicable.
- 6.3.3. The overriding consideration should be to maximising the benefit gained through the debrief and capturing the opportunity for individuals, the Councils, and where appropriate other agencies, to learn from the experience.
- 6.3.4. Every debrief should have a written outcome and record any learning points. Lessons are identified from a range of sources with the end of goal of establishing recommendations for improvement that are prioritised accordingly. These recommendations should be passed along to the appropriate officer for action. It will then be the responsibility of the officer to implement said action
- 6.3.5. In some cases, following the debriefing stage, an Implementation Action Plan may be developed that will have been agreed to at a tactical/strategic level. Overall responsibility for the action plan will be determined at the time.

6.4. Types of Debrief

6.4.1. In general, the debrief will fall into one of three categories:

- **Hot debrief**

A hot (or immediate post incident) debrief is held immediately after the incident, event or exercise. It is designed to examine the performance of those involved and to look for opportunities for learning and development. It will usually be aimed at the practical/physical elements. The hot debrief will also present an opportunity to thank staff for their involvement and to provide positive feedback.

- **Cold (formal) debrief**

A cold (or formal) debrief should be held within 4 weeks of the incident, event or exercise. Where an incident is of a continuous nature it may be appropriate to hold regular formal debriefs at key milestones to assess progress and look for any areas of potential improvement. It should involve the key staff who were involved in the response to the incident, event or exercise and should look at identifying both strengths and weaknesses and turn these into recommendations for enhancing performance.

- **Multi-agency debrief**

A multi-agency debrief should be held within 6 weeks of the incident, event or exercise. It should concentrate on the effectiveness of inter-agency co-ordination, identifying both strengths and weaknesses and turning these into recommendations for enhancing performance.

6.5. Employee Assistance Programme

6.5.1. Any staff who feel that they have been affected by an incident can contact the counselling service through the Employee Assistance Programme (EAP). This service is offered 24/7.

6.6. Recovery Arrangements

6.6.1. Except in extreme circumstances when emergency provisions will be put in place, recovery arrangements following a civil emergency will be the responsibility of the Local Authority.

6.6.2. During an incident/emergency, the Council Gold Group will decide/assess the need to activate the Recovery Coordinating Group to initiate recovery arrangements.

6.6.3. The specific Recovery arrangements are not laid out in this plan; the Richmond and Wandsworth Council Recovery Plan sets out the framework for recovery in much greater detail.

APPENDIX A – Priority Services List

Restricted Circulation: Information is not available in this version

APPENDIX B - Adult Social Care and Public Health Directorate

Restricted Circulation: Information is not available in this version

APPENDIX C – Change & Innovation Directorate

Restricted Circulation: Information is not available in this version

APPENDIX D - Chief Executive Group Directorate

Restricted Circulation: Information is not available in this version

APPENDIX E - Children's Services Directorate (Wandsworth)

Restricted Circulation: Information is not available in this version

Appendix F – Achieving for Children (Richmond)

Restricted Circulation: Information is not available in this version

APPENDIX G - Resident Services Directorate

Restricted Circulation: Information is not available in this version

APPENDIX I – Finance Directorate

Restricted Circulation: Information is not available in this version

APPENDIX J – Place and Growth Directorate

Restricted Circulation: Information is not available in this version

APPENDIX K: Emergency Centres

Restricted Circulation: Information is not available in this version

APPENDIX L: Vulnerable People

Definition of “Vulnerable”

Vulnerable people are considered as those “that are less able to help themselves in the circumstances of an emergency”¹. In broad terms a vulnerable person is someone who would, in the event of a major incident, need either:

- Special assistance to remain safe in their own home; or
- Special assistance in preparing for, during and following an evacuation.

Vulnerable People

Vulnerable people fall into four groups:

- People in places such as schools or care homes where there is a management system, but not necessarily a management link to any Cat One responder in the borough.
- Already vulnerable Individuals known to agencies in the borough. Several agencies hold databases.
- Already vulnerable but who are not known to agencies because they have not registered a need.
- Newly vulnerable or vulnerable because of the impact of the emergency. These will not be known to agencies.

Data Limitations

Richmond & Wandsworth Borough Resilience Forum has developed procedures for identifying vulnerable people. Several agencies hold data, limitations on its use relates to:

- Sharing – data does not easily share across systems.
- Time – it takes some hours to query all databases. This may not be useful during a flood emergency.
- Out of hours – out of hours services are limited.
- Data Protection Act – agencies do not have a common understanding of its requirements not do they recognise common standards for an emergency.
- Quality of data – some data is unreliable.
- Output – some databases do not produce useful data – in particular they may identify a service user but not identify why that person is a service user.

Experience shows that queries are effective in a small geographical area but less effective when searching a large geographical area.

Identification of Vulnerable During an Emergency

The Local Authority, NHS providers, independent providers and voluntary organisations all hold data on vulnerable people in the community.

For further information, refer to the Vulnerable Person’s Plan.

¹ Paragraph 5.99, Emergency Preparedness – Guidance on Part 1 of the Civil Contingencies Act 2004, its associated Regulations and non-statutory arrangements.

APPENDIX M: CGG Agenda

Restricted Circulation: Information is not available in this version

Appendix N – Cyber Incident Checklist for CGG

Restricted Circulation: Information is not available in this version

APPENDIX N: Exercises and Lessons Identified

Exercise / Date	Lessons Identified	Action taken
Exercise Hermann September 2013 Emergency response Exercise	<u><i>Restricted Circulation: Information is not available in this version</i></u>	<u><i>Restricted Circulation: Information is not available in this version</i></u>
Exercise Alexandria June 2015 Business Continuity Exercise	<u><i>Restricted Circulation: Information is not available in this version</i></u>	<u><i>Restricted Circulation: Information is not available in this version</i></u>

<p>Exercise Ronan October 2017 Emergency Response Exercise</p>	<p><u><i>Restricted Circulation: Information is not available in this version</i></u></p>	<p><u><i>Restricted Circulation: Information is not available in this version</i></u></p>
---	---	---

Exercise / Date	Lessons Identified	Action taken
<p>Exercise Delta February 2019 Emergency Response Exercise</p>	<p><u><i>Restricted Circulation: Information is not available in this version</i></u></p>	<p><u><i>Restricted Circulation: Information is not available in this version</i></u></p>

Exercise / Date	Lessons Identified	Action taken
<p>Exercise 2024 Emergency response and Business Continuity</p>	<p><u><i>Restricted Circulation: Information is not available in this version</i></u></p>	<p><u><i>Restricted Circulation: Information is not available in this version</i></u></p>

Exercise / Date	Lessons Identified	Action taken
<p>Exercise 2025 Ransomware Cyber Attack</p>	<p><u><i>Restricted Circulation: Information is not available in this version</i></u></p>	<p><u><i>Restricted Circulation: Information is not available in this version</i></u></p>

APPENDIX O: Glossary

	Term	Definition
BECC	Borough Emergency Control Centre	The Councils' operations centre from which the management and co-ordination of response to an emergency is carried out
BRF	Borough Resilience Forum	A forum for bringing together all the Category 1 and 2 responders within a local police area for the purpose of facilitating co-operation in fulfilment of their duties under the Act.
	Bronze	Operational level is the level at which the management of "hands on" work is undertaken at the incident site or impacted areas.
	Business Continuity	The capability of an organisation to continue delivery of products or services at acceptable predefined levels following a disruptive incident.
	Category 1 Responder	A person or body listed in part 1 of schedule 1 of the Civil Contingencies Act. These bodies are likely to be at the core of the response to most emergencies. As such, they are subject to the full range of civil protection duties in the Act.
CCA	Civil Contingencies Act 2004	This Act sets the framework for civil protection at the local level in the UK.
CCS	Civil Contingencies Secretariat	The Civil Contingencies Secretariat sits within the Cabinet Office. They work in partnership with government directorates, the devolved administrations, and key stakeholders to enhance the UK's ability to prepare for, respond to and recover from emergencies
CRIP	Commonly Recognised Information Picture	A single, authoritative strategic overview of an emergency or crisis that is developed according to a standard template and is intended for briefing and decision-support purposes.
CGG	Council Gold Group	A group of senior officers within the council who will decide/direct the tactical response
DECC	Directorate Emergency Control Centre	Directorate operations centre from which the management and co-ordination of a directorate's response to an emergency is carried out.
	Emergency	An event or situation that threatens serious damage to human welfare in a place in the UK or to the environment of a place in the UK, or war or terrorism which threatens serious damage to the security of the UK. To constitute an emergency this event or situation must require the implementation of special arrangements by one or more Category 1 responder.
EPO	Emergency Planning Officer	Officers responsible for the development and maintenance of agreed procedures to prevent, reduce, control, and mitigate the effects of an emergency. Used interchangeably with RA.
EPT/EPU	Emergency Planning Team/Unit	The team responsible for the development and maintenance of agreed procedures to prevent, reduce, control, and mitigate the effects of an emergency

	Emergency Services	“Blue Light” responders to an emergency such as Police, Fire, Ambulance and Coastguard.
	Environment Agency	An Executive Non-Directorate Public Body whose principal aims are to protect and improve the environment, and to promote sustainable development.
	Gold	Strategic decision makers and groups at the local level. They establish the framework within which operational (bronze) and tactical (silver) managers work.
JCC	Joint Control Centre	A control centre that is operational 24-hours a day to deal with Council emergencies for both Richmond and Wandsworth boroughs.
JESCC	Joint Emergency Services Control Centre	Area comprising the incident control points grouped together.
JESIP	Joint Emergency Services Interoperability Protocol	An interoperability framework developed by police, fire and Ambulance service.
LALO	Local Authority Liaison Officer	An officer of the council who co-ordinates the Councils’ staff at the scene of an incident.
LESLP	London Emergency Services Liaison Panel	The panel consists of representatives from the Metropolitan Police Service, City of London Police, British Transport Police, London Fire Brigade, London Ambulance Service and London Local Authorities.
LLACC	London Local Authority Control Centre	The operations centre from which the management and co-ordination of the pan-London local authority response to a pan-London emergency is carried out.
LLAG	London Local Authority Gold	These arrangements provide for one borough Chief Executive to be empowered to act on behalf of all London’s local authorities, supported by the London Local Authority Coordination Centre.
	Major Incident	The Major Incident Procedure Manual produced by the LESLP defines a “major incident” as: ‘any emergency that requires the implementation of special arrangements by one or more of the emergency services and will generally include the involvement, either directly or indirectly, of large numbers of people.’
METHANE	Major Incident, Exact Location, Type of Incident, Hazards, Access, Number of Casualties, Emergency Services	This is a mnemonic used to ensure to prepare reports about incidents. Using this format ensures that all responding agencies have the same information, and the most important information.
RCG	Recovery Co-ordination Group	A multi-agency group, often chaired by local authority to co-ordinate the multi-agency recovery effort following an incident.

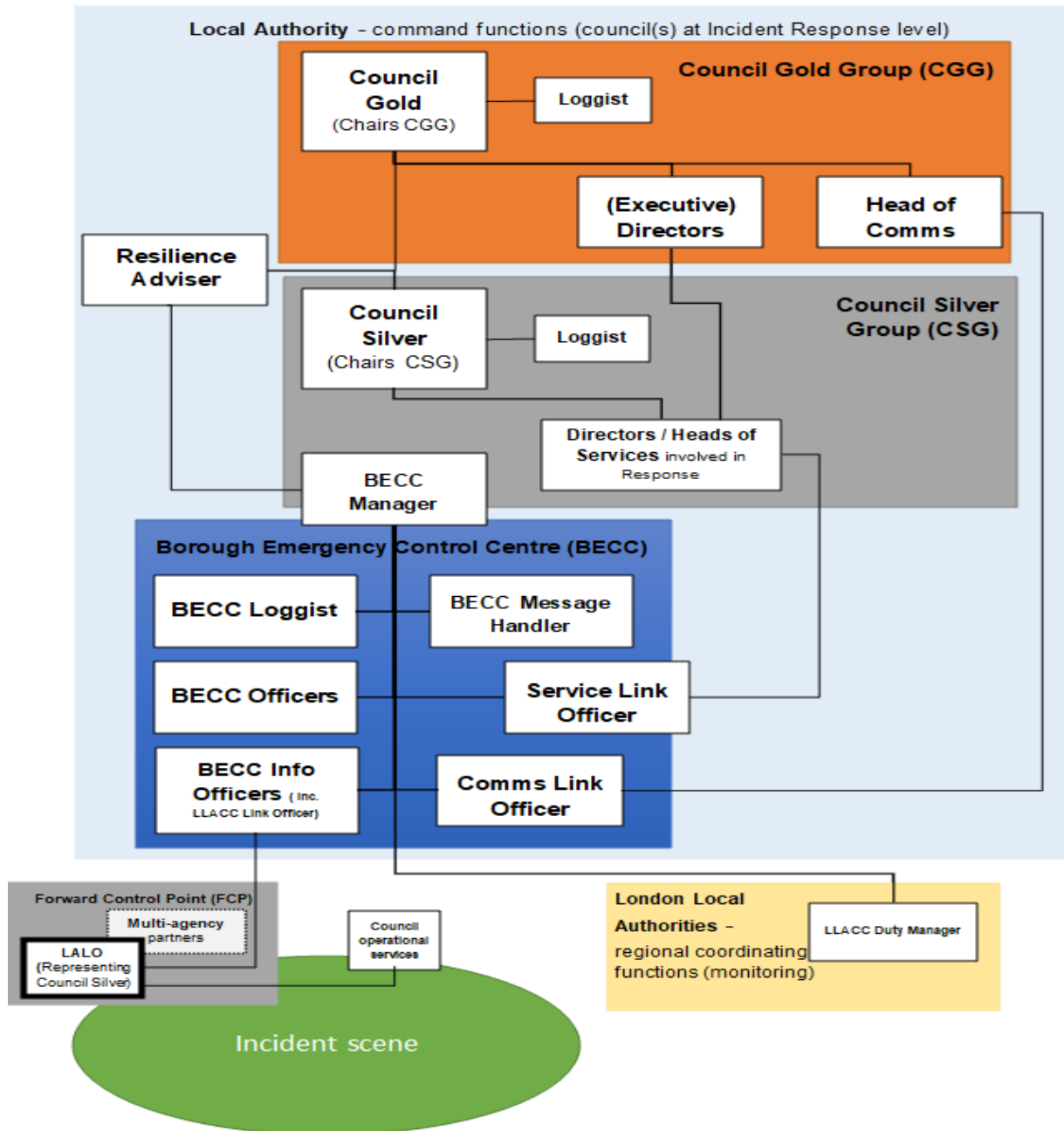
RA	Resilience Adviser	Officers responsible for the development and maintenance of agreed procedures to prevent, reduce, control and mitigate the effects of an emergency. Used interchangeably with EPO.
	Silver	Tactical level of management to provide overall management of the response and ensure the directions of Gold are carried out.
SWEPT	South West London Emergency Planning Teams/Group	The collective term for the South West London sub-regional emergency planning teams Richmond and Wandsworth Councils, Merton, Sutton, Kingston, Croydon.
SCG	Strategic Co-ordination Group	The SCG is a multi-agency group with strategic (gold) level representation. They will set the strategic direction for incident response, such as the priorities. In London, normally one SCG is held centrally, with Local Authorities represented by LLAG.
TCG	Tactical Co-ordination Group	The TCG is a multi-agency group with tactical (silver) level representation. This could be at a local or pan-London level depending on the scale of the incident.

Appendix P: Resilience Plans and Capability Documents

Restricted Circulation: Information is not available in this version

Appendix Q: Local Authority – command functions at Incident Response level

LA Command-and-Control Diagram



Regional Command and Control Diagram

