

Islington Council

Crisis Response Plan

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Approver	
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Foreword

The Council is required by the Civil Contingencies Act 2004 to have a Crisis Response Plan. Recent events have shown how important it is for the plan to be well understood and easy to implement.

This plan will set the management structure and procedures the Council will follow when responding to any crisis that is over and above our normal day to day business.

Our plan allows the Council to respond proportionately to a wide range of incidents from those affecting the community such as a road or building collapse, a serious fire and indeed beyond that to the declaration of 'an Emergency' or 'major incident' as defined in the Civil Contingencies Act. It will also enable us to respond to an internal Business Continuity incident such as a power failure to a main building.

The Council will continue to work with partners and will support the Emergency Services, Utility Companies, Voluntary Agencies and Faith Community in accordance with existing guidelines in the London Emergency Services Liaison Panel (LESLP) Major Incident Procedures Manual and other London Regional plans.

All Council Departments will work to this Crisis Response Plan which will be used to co-ordinate our response to any incident whether internal or external (or both) to the Council.

Through preparation coupled with an effective response we will be able to not only discharge our obligations to an incident but will lead to a faster recovery from the incident and its effects; making the borough a more resilient and safer place to live, work and visit.

The Council continues to demonstrate its vitality and commitment in working with our partners and this theme will be carried on in our handling to any incident.

A handwritten signature in blue ink, appearing to read 'K O'Leary'.

Kevin O'Leary
Corporate Director

Introduction

This plan sets out the arrangements for Islington council's response to a crisis, describing the co-ordination, resources required, activation and escalation and communication.

Other plans found in Appendix 1 accompany this document and may be used as part of the Crisis Response Plan.

Local Authorities are Category 1 responders under the Civil Contingencies Act and as such have 7 statutory duties:

1. To cooperate with other local responders to enhance coordination and efficiency;
2. Ensure information is shared with other local responders to enhance coordination;
3. Carry out risk assessments;
4. Have emergency plans in place;
5. Have business continuity management arrangements in place;
6. Have arrangements in place to be able to warn and inform the public in the event of an Emergency;
7. Provide advice and assistance to businesses and voluntary organisations regarding business continuity management

The Council has at all times a 'call out' team comprising of two Local Authority Liaison Officers (LALOs) an Emergency Planning Officer (EPO) who is the Crisis Co-ordinator and an 'on call' Director.

That team will instigate the initial response to any incident and will escalate that response if/when it becomes necessary.

The plan will allow the Council to deal efficiently and effectively with either internal or external incidents, which are defined as:

- A crisis
- An emergency
- A major incident

Crisis

A crisis is defined as an unplanned event or situation which requires a faster and broader level of response than normal and may be the result of impacts on Business Continuity disruptions to the normal business of the Council, the Community Incidents affecting the borough or a partner organisation to which the Council must respond or a combination of both.

Emergency

An emergency is defined as an event or situation which threatens serious damage to human welfare in a place in the UK, the environment of a place in the UK, or war or terrorism which threatens serious damage to the security of the UK.

Major Incident

A major incident is defined as an event or situation requiring the implementation of special arrangements by one or more of the emergency services, usually involving large numbers of people, large number of casualties and large scale combined resources of emergency services.



Plan Governance and Review Process

This document provides the process for the governance and review of plans produced for and by the London Borough of Islington.

Governance

Plans produced by the Emergency Planning Unit will gain approval and sign off as follows:

Plan	Sign off and approval level
Crisis Response Plan	London Borough of Islington Chief Executive
Business Continuity Plan	London Borough of Islington Chief Executive
Emergency Plans	Service Director

All plans prepared by the Emergency Planning Unit will be provided to Category 1 and 2 responders of the statutory Islington Borough Resilience Forum for peer review and comments before being submitted for sign off.

Review

The Crisis Response Plan and those plans listed above will be subject to review every 2 years or after any major incident.

Daniel Lawson
Head of Emergency Planning
Islington Council

Jan Hart
Service Director (Public Protection)
Islington Council

Lesley Seary
Chief Executive
Islington Council



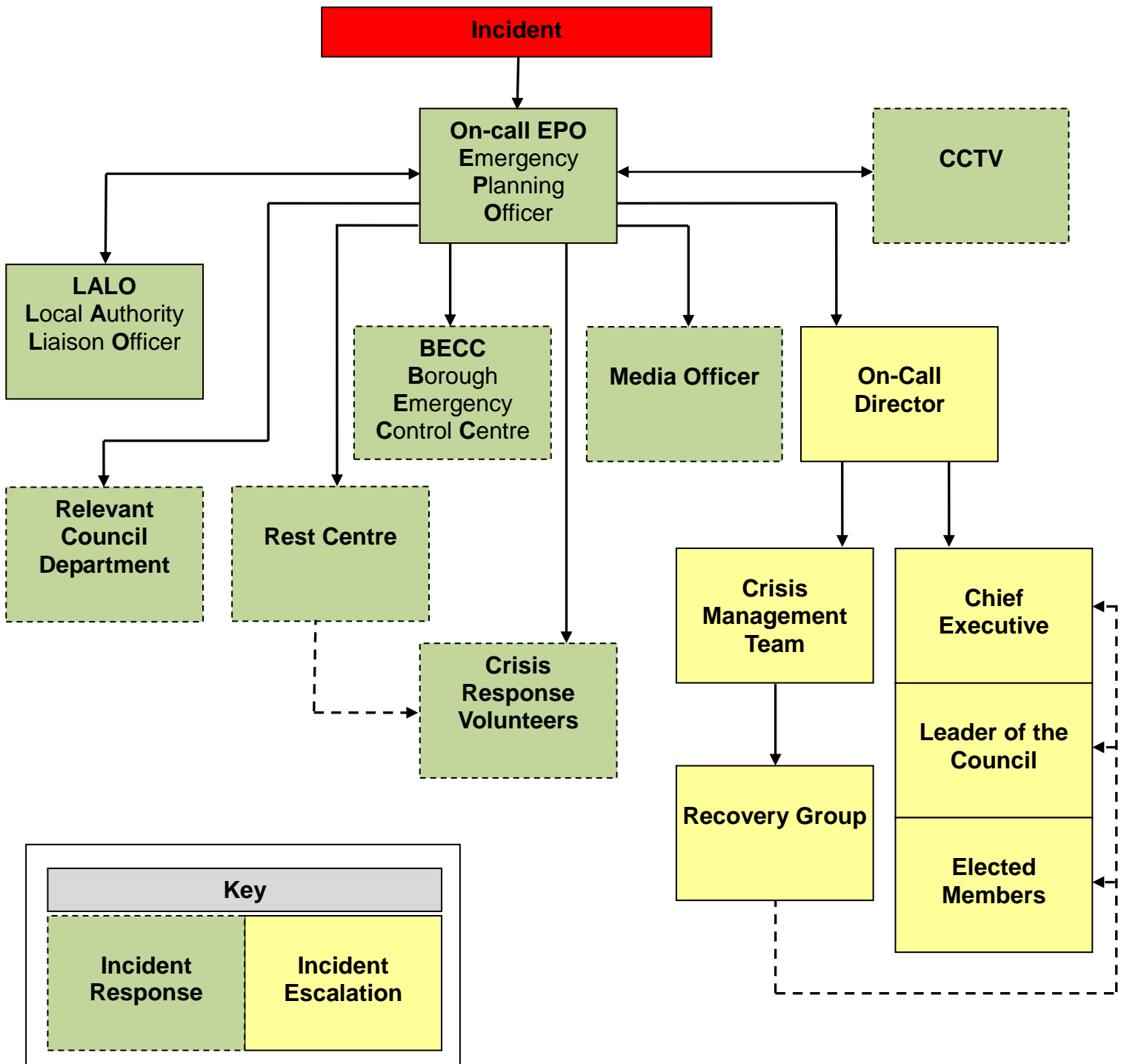
Activation and Crisis Communications

The On Call Emergency Planning Officer is responsible for activating and escalating the Crisis Response Plan.

The On Call EPO will usually receive notification from one or more of the following sources:

- Emergency Services phone call to the Islington Council CCTV control room
- Contact Islington receiving notification via 020 7527 2000
- Direct mobile phone contact with the Emergency Services

The following diagram shows the communication arrangements for activation, response and escalation.





Roles and Responsibilities

Crisis Response Team

The Crisis Response Team comprises of 1 Emergency Planning Officer (EPO), 2 Local Authority Liaison Officers (LALOs), 1 on call Director (Gold) and access to 1 media officer.

The role of the Crisis Response Team is to co-ordinate council resources in order to respond to a crisis, emergency or major incident.

Director on-call (Gold)

The Director on-call will act as the Gold (strategic) commander for Islington Council during an incident.

The main role of the Director on-call is to provide the strategic approach by the council to manage the incident. To achieve this, the on-call Director has the following additional roles:

- Support the on-call EPO by:
 - Being the liaison with other senior Islington Council officers, elected members and the Chief Executive.
 - Authorising larger amounts of expenditure appropriate to the response to the incident.
 - Authorising the activation of all LALO's and/or the removal of staff from usual duties to assist with the incident.
 - Where necessary acting upon requests for a larger corporate response and ensuring services are providing the required response.
- To activate and chair an Islington 'Gold' Group to identify strategic aims and recovery arrangements.
- Where required convene and chair a recovery group.
- To represent Islington Council at multi-agency strategic meetings.
- Maintain contact with other 'Gold' Commanders including those of the emergency services.
- Where appropriate and with advice from the on-call EPO, declare a 'Major Incident' on behalf of the Local Authority.
 - The on-call Director will liaise with the on-call EPO before declaring a 'Major Incident'.
 - The decision will be briefed to the Chief Executive and Leader of the Council.
 - Immediate contact will be sought with Gold Commanders from London Fire Brigade and Metropolitan Police upon declaration of a 'Major Incident'.
- Authorise media statements regarding the incident.
- Authorise Islington Council staff communications regarding the incident.

Emergency Planning Officer (EPO)

The EPO is responsible for activating the Crisis Response Plan for the council when an emergency response is required by the Emergency Services.

- The EPO will perform a co-ordinating role for an incident, working from the Borough Emergency Control Centre or designated office and will adhere to the following:
 - Where required provide specialist advice to the Director on-call regarding emergency management pertinent to the incident or decision making at the time.
 - The 'on call' EPO will comply with all the conditions outlined for the LALO's regarding availability, being contactable and being fit to come into work.
 - The 'on call' EPO will be available to the 'on call' LALO for telephone advice, access to other LBI or external Agencies and/or implementing the required response.
 - The EPO will ensure that the LBI Press Office is informed of incidents.
 - The EPO will inform the 'on call' Director of the incident where appropriate and the 'on call' Director will liaise with the Chief Executive, Council Leader and/or Ward Councillors.
 - To consider and plan for shift changes to ensure welfare of LALO's
 - To ensure shadow teams are in place for public holidays and national holidays.
 - To provide sufficient resources (staff and equipment) to LALO's both at the site of the incident and in rest centres.
- Where appropriate additional actions may be required within the response to the incident or to support another council service. These actions may include:
 - Opening of a rest centre and provision of equipment
 - Activation of strategic plans
 - Authorise small amounts of expenditure appropriate to the response to the incident.
 - Communicate with emergency services and other responders
 - Activating the council contract with British Red Cross to provide support
 - Call upon the support of the Faith Community and Voluntary Sector

Local Authority Liaison Officer (LALO)

The London Borough of Islington has a number of Local Authority Liaison Officers (LALO's) to assist in delivering the Crisis Response Plan.

LALO's are staff from across the Council who receive 3 training stages before they are able to be deployed to an incident; Introduction to Emergency Management, Module 1 and Module 2.

LALO's work in pairs; for one week, a LALO will be 'number 1 response' with their colleague being 'number 2 response'. The role reverses for week two.

LALO 1 and/or LALO 2 will be notified by the EPO if the incident requires a LALO response or need to attend the scene of an incident.

- The Key roles of a LALO are:
 - To respond to incidents as a member of the Council, not in their normal day job capacity.
 - To be immediately contactable by phone during the period they are 'on call'.
 - To be able to respond to a call during their time 'on call'.
 - To act as the Tactical Officer on behalf of the LBI at the scene of an incident.
 - To arrive at the incident within one hour of the 'call out' and attend a Forward Command Point within 30 minutes to one hour of notification As set out by Minimum Standards for London.
 - To be able to initiate a series of actions by any Council Department in response to an incident including.
 - To communicate with Category 1 and 2 responders and voluntary organisations
 - To undertake training applicable to the LALO role; including training on Rest Centres, Control Room operation and AIRWAVE radio use plus other relevant training that becomes necessary as decided by the Emergency Planning Unit.
 - To support Council services in the operation of rest centres.
 - To manage and/or support emergency services in the opening of a Survivors Reception Centre or Friends and Family Centre.
 - To work as necessary at an incident, Rest Centre or Borough Control Centre.
 - To work to the Emergency Planning Officers in responding to incidents.



Media and Communications

Communications with the public and staff are important during and after an emergency. The council has a duty to communicate effectively under the Civil Contingencies Act. The council comms team plays a central role in emergency communications, including:

- Maintaining an on-call out-of-hours service for responding to media inquiries out of hours and as a first point of contact for Emergency Planning
- Monitoring social media, and using the corporate Twitter account to retweet messages from emergency services and other government agencies, and tweeting agreed messages from the Crisis Response Team
- Publishing agreed statements on the Islington Council website and Islington Council Media Centre
- Issuing agreed statements and news releases to media, and handling media inquiries
- Delivering internal communications to the council's 5,000 staff in emergencies
- Drafting, designing and printing hard copy information to residents or other stakeholders, as appropriate
- Working with council partners to spread agreed messages as appropriate
- Operating an internal staff "Information Line" as appropriate, where agreed messages can be shared with staff who call in
- Working with Digital Services, who control an internal SMS text alert system to council-owned mobile phones, if required

Borough Emergency Control Centre

The Borough Emergency Control Centre (BECC) will be activated by an EPO when/if necessary; the role of the BECC is to ensure that the directions of the Gold Group or EPO are implemented by:

- Monitoring the progress of Directorates and Services against response and recovery activities set by the Gold Group.
- Co-ordinating council resources to provide a corporate response to an incident.
- Being the link between the scene of an incident and the EPO/Gold Group.
- Being the link between responders who are not at the scene of an incident but who need to communicate with the Council such as the Emergency Services, Local Authorities and the London Local Authority Co-ordination Centre (LLACC) which will be in operation for the larger or pan London crisis.
- Managing information to ensure that the EPO and Gold Group have an up to date understanding on the situation.
- Liaise with the CCTV unit to assist in incident management and observation.



Training and Exercising

The Emergency Planning Team is responsible for delivering an annual programme of training and exercising of the Crisis Response Plan and corresponding plans including:

- Induction and refresher training for LALOs, EPOs, Directors and the Islington Council Media Team.
- LALO training modules including Rest Centre Management and BECC roles.
- An annual exercise for the Islington Borough Resilience Forum
- An annual exercise for the Emirates Stadium as part of the Safety Advisory Group
- Involvement in regional and sub-regional exercises
- Operational communication exercises

Additional Roles

Islington Council Departments

During an emergency the council will aim to deliver normal council services despite the circumstances unless this presents an imminent risk to the health and safety of staff.

- Directors and managers may be required to prioritise activities to support the response and recovery process or they may need to arrange for services to be provided outside of normal operating hours.
- Where the incident has a severe impact on the council's ability to deliver normal services, Directors and Managers, will be expected to activate their Business Continuity Plans and prioritise the delivery of critical services, reassigning staff where necessary.
- In the event of a major incident being declared managers will be required to provide regular updates on the delivery of critical services to the Borough Emergency Control Centre.
- Managers and directors will be responsible for keeping staff informed of service delivery decisions and for liaising with commissioned or contracted services providing critical services.

Gold Group

The Gold Group will set the strategic aims and objectives of the response to the incident and convene Gold Group meetings.

The Gold Group meetings will be chaired by the Gold commander with the remit to respond strategically to the incident and commit resources including financial, staff or equipment as well as to:

- Set the initial response strategy
- Provide direction and set a strategy for the longer term recovery
- Provide strategic support to the EPO and to the wider Crisis Response Team
- The Gold Group will consist of the following:
 - On-call Director (Chair)
 - Chief Executive
 - Emergency Planning Officer
 - Council Leader / Elected Councillors
 - On Call Communications/Media Officer
 - Director/Manager of services affected as decided by the Director.
 - Specialists may be required to provide advice upon invitation.
- The Islington Council Gold (Strategic) commander will ensure logs are kept during Gold group meetings and therefore may require a loggist.
- For serious incidents on the Borough or 'cross Borough' the Police or Fire Brigade may call a Gold group meeting for all the agencies involved. The LBI Director will be accompanied to a Gold group meeting by an Emergency Planning Officer.

Recovery Group

The recovery group will be convened by the 'on call Director' as part of the Gold Group response.

The main role for the group will be to commence the recovery of the impacted area, service or community from the effects of a crisis, emergency or major incident.

To enable the recovery objectives to be set and then achieved the recovery group will:

- During and after the crisis:



- Be aware of the nature of the incident in order to prepare for Council activity to start the Recovery process
- To have representation on the Gold group.
- Implement the directives of the Gold group to avoid duplication of effort with the focus on '**recovery** to normal activity'
- Be in a position to 'take the lead' on behalf of the Council once the response phase to the incident has ended where the focus remains solely on 'recovery'
- The Recovery Group should consist of:
 - On-call Director (Chair)
 - Director/Manager of service affected, as decided by the Director.
 - Emergency Planning Officer
 - Communications/media Officer
 - Secretarial support to document actions and complete a Decision Log
 - Specialists from the council or partner organisations who can contribute to the response or provide technical advice upon invitation

Role of Council Members

It is recognised and acknowledged that many elected members are heavily involved in the community and as such they will be able to contribute a great deal in providing support to their community and providing the vital 'link' between the Council and those affected by the incident.

At the discretion of the Chief Executive, the Leader of the Council may be invited to take part in Crisis Management Team meetings which has been convened to assist in developing the strategy for the crisis.

The roles of Council members can include:

- Advising Council Officers on local issues
- Identifying vulnerable residents
- Relaying information between the Council and the Community (and back again)
- Attending and 'chairing' local residents forums
- Being the focus for community consultation procedures



Additional Resources

Where appropriate the following plans (either regional or sub regional) will form annexes of the Crisis Response Plan and are subject to the Governance process set out within this document.

Plan
Islington Council Communication Plan
Business Continuity
Recovery Management
Humanitarian Assistance
Rest Centre Plan
Identification of Vulnerable People
Evacuation
Warning and Informing
Resilient Telecommunications
Structural Collapse and Site Clearance
Chemical, Biological, Radioactive, Nuclear, explosion (CBRNe)
Mass Fatalities
Excess Deaths
Flood Response
Pandemic Influenza
Outbreak of Notifiable Diseases
Severe Weather
Fuel Disruption
REPPIR and Public Information
Borough Risk Register
Multi-faith

Please note that these plans may not be available for viewing due to the security classification attached to each plan.

Contacting the Council in an Emergency

At any time of any day throughout the year – Telephone 020 7527 2000

The call will be answered by ‘Contact Islington’ the Council’s call handling centre.

The following information is required:

- What – has happened
- Where – is the incident
- Who – has been affected (casualties or people evacuated from their homes)
- When – did it happen

You should also give your name and contact phone number.

‘Contact Islington’ will then call the ‘on call’ EPO and/or appropriate person/department to deal with the incident.