

**LONDON BOROUGH OF  
TOWER HAMLETS**

**BOROUGH MAJOR EMERGENCY PLAN  
PART 2**

**EMERGENCY COMMUNITY CARE PLAN**

**OTHER PARTS IN SEPARATE DOCUMENTS**

**PART 1: CIVIL PROTECTION PROCEDURE**

**PART 3: BUSINESS CONTINUITY PLAN**

**PART 4: I.C.T. DISASTER / RECOVERY PLAN**

**VERSION 6 – JULY 2018**

**PUBLIC VERSION**



If you have been notified of an incident requiring Emergency Community care support and you have NOT read this plan

**DO NOT READ IT NOW BUT FOLLOW THE ACTIONS BELOW:**

When you are contacted you may either be:

**ALERTED** – An incident has occurred, but that your participation is not required at this time.

**PLACED ON STANDBY** – An incident has occurred and you may be called upon soon. At this stage you should make preparations to travel to your base of operations, to the Rest Centre, depending on your role.

**ACTIVATED** – You should immediately carry out the activation procedure, go to Action Card Emergency Community Care Plan Coordinator (Appendix 1a)

If you are unclear of any instructions given, refer to the Civil Protection Unit.

## Foreword

The Emergency Community Care Plan describes the facilities and procedures used by The London Borough of Tower Hamlets Council to provide emergency shelter to people during an emergency or major incident.

Adults Social Care produces the plan in partnership with The Civil Protection Unit on behalf of the council. An abbreviated version of the plan, minus operational and contact details, is available on the Council's website.

## Amendment Record

Version	Amendments	Status
V0.1	Sarah Steer working draft	DRAFT
V0.2	Andrea Stone comments	DRAFT
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V0.4	Sarah Steer comments	DRAFT
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V6.0 Final	Final version	APPROVED

## Glossary

ECCP	Emergency Community Care Plan
BECC	Borough Emergency Control Centre
BMEP	Borough Major Emergency Plan
CPC	Civil Protection Coordinator
CPU	Civil Protection Unit
CLT	Corporate Leadership Team
DLT	Directorate Leadership Team
ECCP	Emergency Community Care Plan
GCG/SCG	Gold or Strategic Coordinating Group
FCP	Forward Command Post
FRRC	Friends & Relatives Reception Centre
HA&C	Health Adults & Community
HAC	Humanitarian Assistance Centre
HALO	Humanitarian Assistance Lead Officer
RC	Rest Centre
SRC	Survivor Reception Centre

## Distribution List

CLT (All Gold Level Officers)
DLT (All Silver Level Officers)
All Rest Centre Trained Officers
Civil Protection Unit
Full Version Available via- Shared Folder <u>N:\Communities Localities &amp; Culture\CSCP\BECC\10. Plans &amp; Procedures\Local\Community Care Plan - Updated Schools Maps &amp; Info</u>
Public Version on Website

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# 1 Introduction and Scope of the plan

## 1.1 Introduction

In order to comply with its legislative responsibilities under the Civil Contingencies Act, the Council has in place a four-part Borough Major Emergency Plan (BMEP). The BMEP consolidates some of the practical aspects and information that may be required to ensure that the Council can fulfil its responsibilities during a major civil emergency and in the subsequent recovery phase.

**Part 1** - Civil Protection Procedure

**Part 3** - Business Continuity

**Part 2** - Emergency Community Care

**Part 4** - ICT Disaster Recovery

The plan, and all documentation and information contained therein are produced for the purpose of dealing with civil protection emergencies that may occur within Tower Hamlets, neighbouring boroughs, London and surrounding counties, and/or business continuity events that affect the Council's services.

## 1.2 Scope of the Emergency Community Care Plan (ECCP)

The general emergency requirements and response duties within the ECCP are:

- Selection, training and exercising of emergency response staff;
- Contact and call-out procedures for these staff;
- Types and designation of emergency centres;
- Preparation/conversion, security and staffing of the above centres;
- Arrangement of transport to and from emergency centres;
- Evacuation procedures and assistance;
- Emergency feeding arrangements;
- Emergency accommodation and / or sleeping arrangements;
- Befriending, counselling and trauma service for the general public;
- De-briefing, counselling and trauma service for emergency staff;
- Preparation and maintenance of an 'at risk' register.

## 1.3 Purpose of the plan

The purpose of the plan is to describe the activation, management and procedures used by the council to set up and operate rest centres.

The **aim** of the plan is to:

Identify the facilities, procedures and organisations necessary to ensure the provision of emergency shelter to people during an emergency or major incident

The **objectives** of the plan are to:

- Describe the council's role and responsibilities in managing rest centres
- Identify facilities that can be used as rest centres
- Provide guidance in establishing a rest centre
- Describe call-out procedures
- Provide action cards for rest centre volunteers

## 1.4 Ownership of the Emergency Community Care Plan

The Corporate Director, Health, Adults & Community will nominate an officer and a deputy to undertake the duties of **Emergency Community Care Plan Co-ordinator**

who's prime responsibility will be to oversee the ECCP administration, initiation, management, response procedures and recovery elements. In particular:

Select all levels of staff with the required skills for all the response, procedural and management elements of the ECCP;

- Arrange for staff training, using the Civil Protection Unit (CPU) and specialist companies. Specialist training will include civil protection awareness, evacuation centre procedure and conversion, befriending, counselling and trauma procedures;
- Prepare and publish ECCP staff contact list. The list will include staff names, job title, home location, and work, home and mobile telephone numbers. Copies of this current list will be held by the CPU;
- Arrange and delegate staff to attend seminars, workshops and exercises arranged by, or through, the CPU and external organisations.

## 2 Activation

### 2.1. The Role of the ECCP Coordinator

When contacted for response by the Civil Protection Coordinator (CPC):

- Nominate appropriate staff to attend the Borough Emergency Control Centre (BECC), if formed, as a part of the Health, Adults & Community Team and other emergency/operational teams
- Arrange for a Vulnerable Persons (VP) check via Framework i of service users who may be affected by the incident
- In the event that a Rest Centre is required make contact the ECCP staff volunteers and either place them on standby, or direct them to a specific location (*see appendix 12 Contacts Directory*)
- Arrange for staff relief as and when required
- Continue to liaise with the Civil Protection Co-ordinator (CPC) or Borough Emergency Control Centre for the duration of the incident
- Ensure that incident logs and records are maintained and used to collate a log of the Directorate's actions during and following the incident
- Maintain a list of any emergency expenses, insuring that invoices & receipts are maintained for audit purposes
- Ensure that the duties of staff involved in the emergency relating to Emergency Community Care are covered

*(See Appendix 1 Action Card 1A & Appendix 2 Activation of the Community Care Plan Flowchart)*

Immediately following the emergency, undertake the following recovery responsibilities:

- Ensure that day to day key services continue to be covered by staff who are not directly involved in the response to the incident
- Prepare a briefing of the ECCP services for the Corporate Director (HA&C) and the CPC
- Attend, or delegate attendance, to the Borough's Recovery Team as required
- Attend incident de-briefing meetings with designated emergency staff
- Implement in conjunction with the CPC any improvement to the ECCP response, gained from the 'lessons-learnt' from the de-briefing

- Continue to provide any recovery or return to normality services until they are no longer required

## 2.2. Roles within Rest Centre

The ECCP Coordinator will arrange for trained volunteers to fulfil the following roles within a Rest centre:

- Rest Centre Manager (*see action card 1B*)
- Rest Centre Manager Deputy (Depending on scale of incident)
- Registration Staff (*see action card 1C and Appendix 4 for registration forms*)
- Reception Area Staff (*see action card 1D*)
- Information Staff (*see action card 1E*)
- Catering lead (*see action card 1G and Appendix 13 for Supermarket Policies*)
- Housing support (deputing on scale of incident) (*see action card 1H*)
- Premises Supervisor (this will be the premises manager) (*see action card 1F*)

*Action cards for the above roles can be found in Appendix 1.*

## 2.3. Emergency Community Care Plan (ECCP) Volunteers

The ECCP Volunteer list is made up of a group of volunteers across the Council. Volunteers will have been briefed and trained for the roles they will be required to carry out.

All staff volunteers are fully insured by the Council whilst carrying out their emergency duties. However, the health, safety and welfare of our staff is of paramount importance and staff working at incidents or caring for those evacuated must be vigilant to ensure they do not place themselves or others at risk of injury.

In some circumstances, staff may be requested to travel to an incident during out of hours periods and therefore should be aware of and comply with the following:

- Before you leave your home at night establish, who is contacting you, why you are needed and where to report to
- If possible let someone know where you are going and why
- Don't attend the incident if you feel unwell, are on medication or have consumed alcohol
- Dress for the weather conditions and/or task to be performed:
  - Take your ID card and any other access cards issued to you
  - Your ECCP volunteer t-shirt
  - Your Council/personal mobile telephone and charger
  - Cash, Council or personal credit/debit cards
  - All necessary paperwork, pens etc.
- If using your own vehicle please ensure that it is in a roadworthy condition, insured and has enough fuel to complete both the attendance and return journey before departure
- On arrival, make sure that you park in a well-lit area and ensure that the car is secured before you leave it
- Keep your personal possessions secure, and close to you. Don't carry valuables or attractive items such as laptops, iPad's etc as this may attract unwanted attention
- To avoid an incident of verbal or physical abuse, always remember that traumatised people can be unpredictable with regard to mood or temper
- Make your return home journey is as safe as your attendance

- If you are over-tired don't drive, however, if your personal attendance is required due to the unique skills you possess, transportation can be provided (if necessary)

**Note:** Volunteers are insured as a worker for the period of their involvement, from the time they leave home and until their return, but their car and personal possessions are their own responsibility.

#### 2.4. **Civil Protection Coordinator (CPC) Responsibility**

If the emergency services require Council assistance at an incident, they will make such a request via the Council's switchboard / Customer Contact Centre, the out-of-hours call centre (General Dynamics Information Technology - GDIT) or directly to the Civil Protection Unit. As soon as the CPC considers that the incident requires a response. The following actions (not exhaustive) will be taken:

- Dispatch a Local Authority Liaison Officer (LALO) to the scene (if not already deployed)
- Inform the appropriate Registered Social Landlord (RSL) and request that a liaison officer is deployed to the scene (if not already there)
- Inform the ECCP Coordinator and request them to standby to receive further information
- Request via the ECCP Coordinator, a Vulnerable Persons (VP) check be carried out on Framework i to identify any service users who may be affected by the incident
- If an evacuation of the premises is, or is likely to be, underway, identify a local assembly area (under cover if possible) in consultation with the LALO & RSL Rep at the scene so that the evacuees have suitable shelter (as required)
- Contact Transport Services and ask them to standby for further information
- Inform the Duty Director
- Contact the ECCP Coordinator to inform them of the location of school/premises identified use as a Rest Centre the arrangements to put in place at that time
- Request that the ECCP is implemented and that emergency staff attend to assist the evacuee's needs
- If required, a BECC will be opened & staffed (this decision will be taken by the duty CPC / Duty Director)

Once all of the above arrangements have been made, the CPC will discharge the responsibility for all further actions with regard to the evacuees and their needs to the ECCP Coordinator and the BECC (if activated). The CPC will continue to be available to assist for the incident's duration and provide any additional or special liaison required, between them, other staff, the emergency services and other agencies.

#### 2.5 **Humanitarian Assistance**

The Council will follow the Humanitarian Assistance Framework from London Resilience as and when required.

The London Humanitarian Assistance Framework should be considered for any major incident, where there are substantial welfare impacts on communities.

It is likely to be appropriate to activate the formal arrangements for any incidents with a significant number of fatalities, potentially traumatised survivors, or significant impacts on community life (e.g. in widespread flooding). Local authorities will make that assessment, gathering information from partners (particularly the police and NHS).

The Chief Executive or Duty Director, after consulting with the Duty London Local Authority Gold (LLAG) will appoint the Humanitarian Assistance Lead Officer (HALO) this will typically be a director with responsibility for Adult Social Care. In Tower Hamlets, this will be the Corporate Director, Health, Adults & Community responsibility.

The HALO will bring together partners including Health, the police, and voluntary & faith sectors to oversee the Humanitarian Assistance effort. They form the Humanitarian Assistance Steering Group (HASG). See *Appendix 9 (Terms of Reference of the group) and Appendix 10 (Agenda Template)*

The first steps required will be to:

- Appoint the HALO
- Call the first meeting of the Humanitarian Assistance Steering Group
- Begin assessing the needs of people involved
- Identify options for providing support

See *paragraph 3.5.4. A Humanitarian Assistance Centres.*

### **3 Emergency evacuation protocols, procedures and types of centres**

This section of the ECCP outlines the protocols, procedures and responsibilities for general emergency evacuation of residents.

#### **3.1 The Decision to Evacuate**

The decision to evacuate will be made by the emergency services and co-ordinated by the Police. Once the decision to evacuate has been made, it will be carried out at an agreed time, in an orderly and safe manner, to an assembly area nearby. The emergency services will consider the resident's possible reaction before implementation, as non-co-operation may make the situation worse.

Members of the public may be strongly recommended to evacuate for their own safety, or for security reasons. Without specific safety or emergency legislation being invoked, residents cannot be ordered to evacuate, the Police and others may use only persuasion. Forcibly evacuating people for their own safety may result in prosecutions for common assault.

#### **3.2 The Evacuation**

The Police will appoint an officer who will be responsible for managing a safe evacuation and may have to undertake a dynamic risk assessment for safety, which will include some or all of the following;

- The area to be evacuated
- Time scale within which to complete the evacuation
- The premises within the evacuation area (business and residential)
- The number of evacuees and their ages, disabilities and ethnicity
- The method of giving the evacuation warning
- The assembly area or evacuation/ rest centre location and the route to it
- The suitability, security and safety requirements, of such an area.
- The transportation needs of those to be evacuated
- Liaison with and assistance sought from, the Council
- The responsibility for the security of any area evacuated
- Possible alternatives to evacuation

### 3.3 Evacuation Procedure

In some emergencies there will be a need to evacuate residents and others from a potential hazard zone for their own safety. These 'evacuees' may need temporary accommodation and feeding.

At present, small numbers of evacuees would be temporarily accommodated in local hotels. Under certain circumstances (number of persons affected & duration of incident) it may be necessary to use the designated centre(s) for sleeping accommodation with the use of temporary bedding. If demand outstrips supply of beds & bedding held within the Council CP stores, it may be necessary to request additional supplies under existing mutual aid arrangements with the British Red Cross.

### 3.4 Emergency Stores

A number of Civil Protection (CP) Stores & Containers are located within the Borough; details are held within the full version of this document.

DESCRIPTION	QUANTITY	LOCATION
Sleeping bags	100 208	MET store CP store 2
Camp beds	70 350	MET store CP store 2
Self-inflatable beds	100	CP stores 1
Disposable pillows	392	CP store 2
Blankets (wool / nylon)	450+	MET store
Blankets ('high protective' & 'survival')	600 100	CP store 2 MET store
Disposable paper coveralls Overshoes	250 284	CP store 1
Tracksuits	100 adult 50 child	CP store 1
Plimsolls	100 (various sizes)	CP store 1
Socks	100 (various sizes)	CP store 1
Electric heaters	300	MET store
Electric cookers	6	MET store
Personal hygiene packs	60 60 600+	CCTV Room CP Unit vehicle CP store 1
Baby packs	256	CP store 1
Flood bags	12000	Containers 1 & 2
Leak proof body bags	200	CP store 1

The stores quantity may fluctuate due to use, disposal or replacement.

## **3.5 Types of Emergency Centres**

### **3.5.1 Rest Centres/Reception Centre (RC)**

A location where a large number of evacuees can be held for a medium to long period, offering plenty of room, chairs and tables, food preparation, dining, registration, recreation, quiet areas and a First Aid room.

At present 27 of the Council's schools have been designated for this use. Ideally, these will only need to be used after NORMAL school hours and during holidays, although the sports halls in some of the larger (Secondary) schools could be utilised with minimum disruption to the school itself.

If the disruptions that may be caused to pupils and teaching staff is deemed to be unacceptable, e.g. should the emergency occur during school hours, other locations will be sought (i.e. Leisure Centres).

It is envisaged that a Rest Centre can be operational within 1 hour of the initial request, once the deployment of council volunteers has been confirmed.

*(See Action cards in Appendix 1 for roles within Rest Centre, Appendix 3 Layout of Rest Centre and Appendix 6 Rest Centre Locations & Facilities)*

### **3.5.2 Survivor Reception Centre (SRC)**

A SRC is requested by the Police for all survivors removed, or helped, from an incident. The Police may wish to isolate some, interview others, or just take the names and addresses of those present, before allowing them to leave.

Part of the building may also be used as a casualty triage area, with the ambulance service diagnosing those who require hospitalisation, minor first aid, or not requiring any treatment. Any close-by, suitable premises could be used (i.e. school, community hall, hotel etc.).

Council staff maybe required to open the premises via premises manager (open, close, or just be in attendance) and Rest Centre staff to assist the Police with registration.

### **3.5.3 Friends and Relatives Reception Centre (FRRC)**

Friends and relatives will tend to make their way to an incident, having heard of the incident and suspecting that members of their family or close friends are involved. If they are distraught or grieving (where casualties or fatalities are already being reported) and enter a Rest or Evacuation Centre, they will involve both the evacuees and staff in their distress and grief.

A friends and relative centre, either as part of an evacuation centre (but with a different entrance) or an adjacent building, will allow staff to meet with and assess the needs of friends and relatives and control the 'coming together' of both parties, without the other evacuees being affected. In the case of fatalities, it may also be possible for faith representatives to be able to offer advice, or counselling in a quiet or separated area.

### **3.5.4 Humanitarian Assistance Centre (HAC)**

A Humanitarian Assistance Centre (HAC) would be set up with the following objectives:

- Act as a focal point for humanitarian assistance to bereaved individuals and families, survivors and impacted communities

- Enable individuals and families to gain as much information as is currently available about family members and friends involved in the incident
- Enable the gathering of mass forensic samples in a timely manner, in order to enhance the ability to identify loved ones quickly
- Offer access to a range of facilities that will allow individuals, families and survivors to make informed choices according to their needs
- Provide a coherent multi-agency approach to humanitarian assistance in emergencies that will minimise duplication.

It is the responsibility of Local Authorities to set up and run a HAC with support from the Police and other agencies following a request from the Gold or Strategic Coordinating Group (GCG/SCG).

A HAC differs from Rest Centres or FRRCs in the respect that these are generally used in the immediate aftermath of an incident with specific purposes, for example to reunite relatives with survivors or to provide temporary shelter. The HAC should not interfere with the function of these or other initial support areas. Instead it should have a broader remit and longer-term role whilst investigation and recovery operations are taking place.

A HAC is unlikely to be fit for purpose and open for use until up to 72 hours after the incident. It should be set up with the primary aim of providing a focal point in which information and humanitarian support can be provided to bereaved families, survivors and other persons affected by a major incident. The centre may also be used to enable investigating officers to obtain information and forensic samples from those directly involved to aid the identification process.

Although the Local Authority will be responsible for chairing the HAC Management Group and running the centre, there will be a range of other statutory organisations (e.g. Police Family Liaison Officers) and voluntary agencies (e.g. British Red Cross) present who can provide information and support for survivors and their relatives. This will include practical advice such as compensation, benefits support, travel assistance and information on the investigation process. It will also carry out befriending and listening services (offered by Local Authorities and voluntary agencies) that will enable those who wish to access further support the signposting to access these services.

### **3.5.5 Deployment of staff to hospitals and A&E**

The Police will deploy Documentation Teams to all receiving hospitals in order to gather information on those involved. This would include forensic issues, security advice and collating details of received patients to enable the information to be added to Casualty Bureau records.

All hospitals have major incident plans and these are likely to be activated following any incident in London that involves a large number of casualties and/or fatalities. Hospitals will also have detailed arrangements for supporting friends and relatives of those that have been admitted, and work alongside Police Family Liaison Officers (FLOs) to ensure practical and emotional support is provided.

Police deployed in hospitals should also aim to offer support, reassurance and security advice to hospital managers on whether areas should be evacuated, shutdown etc.

Many social care services will have teams based at hospitals that may provide support. This may include provision of emotional and practical support to casualties and their families. Social care teams also play a crucial role in ensuring that discharged patients have appropriate care packages in place to allow them to return to the community safely.

### **3.5.6 Evacuees 'own arrangements'**

Regardless of the emergency facilities the council might arrange, many evacuees will make their own emergency arrangements and emergency staff should ascertain how many are doing so, as soon as possible.

Emergency staff should be candid with evacuees with regard to the facilities they can offer in the evacuation centre which generally will only cater for their basic needs. Evacuees' 'own arrangements' may involve staying with friends or relatives and making their own arrangements with hotels.

Evacuees should be assisted with and not dissuaded from making their own arrangements and a telephone should be made available to them (landline or mobile). A telephone contact number or the call centre telephone number should be given to all evacuees making their own arrangements, to enable them to establish when they can return to their homes.

Staff should still register these evacuees & mark where they have gone to on the bottom of the registration as enquiries may be received from their relatives, or the Police, as to their new location.

## **4 Rest/reception centre preparation and evacuee arrival**

*(See appendix 3 Rest Centre set up plan)*

### **4.1 Evacuee arrival**

Evacuees arriving at rest centre may be traumatised, nervous, unsure, upset or grieving; the staff responsible for managing their care whilst in the centre need to be aware of this. To expect all evacuees to be grateful, obedient and helpful, just because the staff are volunteers, would be naïve at best and dangerous at worst.

If traumatised evacuees feel that they are not being kept informed and updated they may become verbally and physically abusive to their carer's and other staff. Wherever possible staff should use established procedures for the management of those evacuated taking into account the potential that evacuees may be traumatised or distressed because of the incident and its outcomes and therefore their care and welfare more difficult to manage. *9See Appendix 4 Registration Forms)*

### **4.2 Rest/Reception Centre Preparation**

Where possible, a rest centre (of any type) should not be declared 'as open' to the police or evacuees until it is prepared and ready to receive them. The School Premises Manager and the ECCP Volunteer staff will undertake these preparations before the evacuees' are informed that it is open to receive them.

The CPU holds rest centre emergency boxes. The emergency boxes are in the form of grab-bags and located both in the CCTV Room, Ground Floor, Mulberry Place. The CCTV room is a 24/7 operation so the grab bags can be accessed at any time.

Until the arrival of the box at any designated rest centre, hand written signs and forms will be used, as required (*see appendix 4 Registration Forms*).

#### **4.3 Medium Term Evacuation (i.e. overnight)**

If the rest centre staff are informed that evacuees will not be able to return to their homes for some time, they should inform them of this and assist them if requested in making their own overnight sleeping arrangements with friends or relatives.

For those who require sleeping space within the centre, staff should be candid with regard to the facilities that can be offered which will generally be in the form of a camp bed and a sleeping bag. If the numbers of people remaining are expected to be less than 20, it will probably be more viable for them to be placed in hotels or bed & breakfast accommodation.

If numbers at the Centre greatly exceed this and cannot be further reduced, bedding should be made available from the emergency stores. Hot meals may be required for all evacuees and Contract Services (Children's Directorate) has emergency staff on the call-out lists and can be requested to assist with this.

Special dietary needs may have to be catered for via external agencies. In some circumstances evacuees may leave the Centre temporarily to obtain them. Other Council emergency staff will also require refreshments, meals and regular relief from their duties.

#### **4.4 Long term evacuation (two-days or more)**

In circumstances where the evacuation of premises is likely to be prolonged (2 days or more) the BECC or ECCP Coordinator will need to consider whether additional facilities are required, such as:

- The setting up of an additional centre purely for overnight use (and thereby separating the use of the centres – for example; one centre set up purely for welfare and feeding and the other set up in dormitory fashion for solely overnight)
- Other improvements that may be considered include; setting up the day time centre so that evacuees can play board games, watch TV etc. so that their stay with us is more relaxed and a much better experience overall;
- During extended evacuations, other considerations will be staff reliefs and additional staff to cater for the welfare needs of evacuees. Such arrangements may involve other ECCP volunteers, or contracted voluntary group staff such as British Red Cross and possibly others.
- Consideration should also be given to evacuated residents who may need to leave and re-enter the Rest Centre frequently – such as to go to work etc. – as this will require a system that can be managed simply although with an effective means of identification for the residents (bearing in mind that they may not be in possession of documentation such as driving licences, passports etc.).

#### 4.5 Matrix of support required

Number of people in centre	No. of Volunteers required	Overnight accommodation required?	Alternative accommodation to be sought where possible	Mutual aid required?
<b>1 – 40</b>	<b>Minimum 4</b>	<b>Yes</b>	<b>B&amp;B / Hotel accommodation to be sought</b>	<b>No</b>
<b>41 – 100</b>	<b>Minimum 6</b>	<b>Yes</b>	<b>Camp beds/pillows to be sought from store</b>	<b>No</b>
<b>101 – 200</b>	<b>Minimum 8</b>	<b>Yes</b>	<b>Camp beds/pillows to be sought from store</b>	<b>No</b>
<b>201-300</b>	<b>Minimum 8</b>	<b>Yes – Second rest centre to be opened</b>	<b>Camp beds/pillows to be sought from store</b>	<b>No</b>

If there are over 200 evacuees a second rest centre must be opened, this may be needed earlier depending on the size of the rest centre that has been established.

#### 4.6 Emergency Rest Centre Grab Bags

These Grab-Bags contain stationery and other equipment to enable ECCP staff to set up and run a centre for at least a day.

<b>Documentation:</b>	<b>Stationery:</b>
<ul style="list-style-type: none"> <li>• Rest Centre Guidance</li> <li>• Laminated action cards (from Appendix 1)</li> <li>• Rest Centre Registration &amp; Departure Form (in a folder)</li> <li>• Rest Centre Message Forms</li> <li>• Rest Centre Staff Attendance Sheet</li> <li>• Rest Centre Message Board Paper</li> <li>• Information leaflets</li> <li>• Incident Log</li> </ul>	<ul style="list-style-type: none"> <li>• Pens</li> <li>• Pencils</li> <li>• Pencil sharpener</li> <li>• Rubber</li> <li>• Blu-tack</li> <li>• Stapler</li> <li>• Staple</li> <li>• Ruler</li> </ul>
	<b>Identification Equipment:</b>
	<ul style="list-style-type: none"> <li>• Rest Centre Staff tabards x 5 /</li> <li>• t-shirts</li> </ul>
<b>Laminated A4 Signs:</b>	<b>Other:</b>
<ul style="list-style-type: none"> <li>• Rest Centre</li> <li>• Registration Area</li> <li>• Quiet Room</li> <li>• Information Area</li> <li>• Toilets</li> <li>• Prayer Room</li> <li>• Play Area</li> </ul>	<ul style="list-style-type: none"> <li>• Torch with 2 AA batteries</li> <li>• 1 x Multi Lingual Phrasebooks</li> <li>• Wristbands</li> </ul>

Two fully stocked Grab Bags are held in the CCTV Room, Ground Floor, Mulberry Place. One grab-bag and first aid box should be transported as soon as possible to a proposed evacuation centre, preferably before the centre is opened for use. The bags should be re-stocked as soon as possible after being used.

#### 4.7 Rest Centre Locations

Twenty-seven of the borough's schools have been designated for use as rest centres. Some of the schools have been selected because they have superior facilities, or because they are large with plenty of room, these are normally secondary schools that also benefit by having separate gymnasiums that can be used for civil emergencies during school hours. See *Appendix 6 Rest Centre Locations & Facilities*).

Other schools on the list (mainly infant or junior) are not ideal but they are included for logistical reasons, because there are no other suitable buildings in a particular part of the borough.

All designated schools are surveyed by the CPU every 2 years for their suitability. Premises Managers and their deputies are updated on the following & training in these areas is also available to them:

- Why their schools have been selected
- The co-operation and liaison required between them and council staff
- The facilities, areas and equipment that will be required by the evacuees
- How to assist in preparing the school as an evacuation centre
- Safety, security and management of the building
- Feeding and sleeping arrangements that may be required
- Guidelines with regard to division of responsibilities between the school premises staff and council staff

For reasons of security and confidentiality, designated schools and other buildings used, their staff and private and business telephone numbers are included only in the appendices of this plan (note; appendices of this plan may not be generally made available to the public). The disruption that would be caused by using an occupied school for an extended period in school time will mean that other premises may have to be used, for example:

#### Examples of Non-School Premises

Premises	Address	Telephone
The Shadwell Centre	The Highway, Wapping E1W 3HP	020 7364 5665
Arts & Ecology Centre	Mile End Park, Grove Road London, E3 5TW	020 7364 4147
The Brady Centre	192-196 Hanbury Street London, E1 5HU	020 7364 7900
Mile End Leisure Centre (Managed by GLL)	Burdett Road, Bow E3 4HL	020 8709 4420
York Hall Leisure Centre (Managed by GLL)	Old Ford Road, Bethnal Green E2 9PL	020 8980 2243
Whitechapel Sports Centre (Managed by GLL)	Durward Street, Whitechapel E1 5BA	020 7247 7538
John Orwell Sports Centre (Managed by GLL)	Tench Street, Wapping E1W 2QD	020 7488 9421

#### 4.8 Full Registration

Full registration is undertaken once people are settled into the centre; the registration officers will call the family to the registration desk and undertake a full registration using the appropriate form, (see *appendix 4 Registration Forms*).

#### 4.9 **Self-registration**

An alternative to formal and full registration is to distribute self-registration cards to family groups or individuals as soon as possible after they have entered the evacuation centre and are settled. There are advantages and disadvantages to using this system rather than the full formal registration, but the advantages may outweigh the disadvantages subject to consideration of exact circumstances.

##### **Advantages:**

- No queuing to get in: evacuees can be brought right into the centre and sat down
- More simple than the full registration form, with fewer questions
- Forms can be handed out pre-numbered
- Provides immediate approximate total of the number of families and can be used for a head count
- Frees the majority of staff to meet evacuees and attend to their needs
- Those with special needs are identified as rapidly as possible

##### **Disadvantages:**

- Needs more co-operation from the evacuees than formal registration
- The police may request full registration later for investigation purposes

Copies of the forms are readily available within the ECCP Grab Bags held in CCTV Room.

## **5 Borough Mortuary and Temporary Mortuaries**

### 5.1 **The Borough Mortuary**

Poplar Public Mortuary is situated at 127 Poplar High Street, London E14 0AE. The mortuary has 42 fridge spaces and 11 deep freeze spaces. Facilities also exist for bodies to be viewed for identification purposes.

This Borough comes within the Inner North London Coroners District. Should a significant incident occur within this Borough, the Coroner may decide to use the Camden Mortuary (as the Designated Disaster Mortuary for this coroners district) rather than our own and the Council will have no say in this matter (the Coroner will make this decision).

Most of the procedures for our involved emergency staff will be of a medium and long-term duration. HA&C staff may be involved with accompanying grieving and friends relatives and trauma counselling.

The Council's Environmental Health & Trading Standards service may also be involved as the mortuary sits within this area. Any London Local Authority involved in an incident may request other LA's to provide them with staff assistance.

### 5.2 **Temporary and Disaster Mortuaries**

During a major emergency where large numbers of fatalities are involved, the Coroner may consider that due to the Borough and surrounding borough mortuaries not having sufficient space, a temporary, or disaster mortuary may be required.

They may also require body-holding areas. The building used will be in the charge of the Coroner, or the Police acting as their agent. Other than the Mortuary staff, Council

emergency staff will not be involved, other than assisting relatives and/or friends, before, during and following the identification procedure.

For a significant or catastrophic incident, where there are large numbers of fatalities, there are regional and national arrangements in place which include Designated Disaster Mortuaries (one DDM in each London Coroners District) and the National Emergency Mortuary Arrangements (NEMA sites identified within the London area). Council staff (i.e. Environmental Health, Social Care personnel etc.) would be involved in the operation of these sites, as required, although these plans are protectively marked and do not form part of this document.

## **6 'At Risk' Register ('Vulnerable Persons list') and evacuees with disabilities**

### **6.1 'At Risk' Register**

The collation of information, updating, publication and availability of this register, will remain the responsibility of the HA&C Directorate. Due to the details within the register being of a confidential nature, it is not included within this document

Details of vulnerable clients are accessed via Framework-i during an emergency as required.

As part of the emergency planning cascades, a team of data analysts can be called to produce data on vulnerable people. (*See Appendix 12 ECCP Volunteer Contacts and action card 1K for Vulnerable Persons Register*).

### **6.2 Evacuation of those with disabilities**

The Equality Act 2010 legally protects people from discrimination, in the workplace and in wider society. You are disabled under the Act if you have a physical or mental impairment that has a 'substantial' and 'long-term' negative effect on your ability to do normal daily activities.

During registration at our centres, any special requirements will be documented and rest centre staff will ensure that disabled evacuees are not subjected to either unsafe conditions or awkward and distressing situations, whilst dealing with them.

Some people with disabilities have special fixed or portable equipment in their homes, also life protection or preservation equipment. This equipment makes it possible for their quality of life to be enhanced. For example: specially adapted chairs and beds, stair and bath lifts, eating and dressing aids, visual alarms for those with hearing disabilities and audible alarms for those with severely impaired vision, or who are totally blind.

Additionally, health care equipment could include oxygen cylinders and dialysis equipment. Small and light equipment could accompany such evacuees, but heavy equipment or fixtures will be impossible to move without prior planning.

Due to this, disabled people may be reluctant to leave their homes knowing that when they do, they will have to rely on others for help and assistance. Every care should be taken to re-assure them that every effort will be made to accommodate their needs.

This may be very labour intensive in an evacuation centre and some staff may be required on a continuing 'one to one' carer basis.

Severely disabled evacuees may require transportation to one of the Council's commissioned homes, where a variety of mobility aids are already in situ for their residents. The staff based in these homes are also aware and trained to provide special aid and care. HA&C emergency teams must consider additional cover to meet any additional requirement.

## **7 Arrangements for other support**

### **7.1 Housing Support**

The Council has a duty to provide emergency accommodation if residents are made homeless by an emergency situation. Those the residents who are unable to return to their property i.e. Fire or Flood they are treated as 'Priority Need' for homelessness help. The ECCP Co-ordinator will liaise with the Housing Options Service or relevant Resident Social Landlord to assist with seeking alternative arrangements.

### **7.2 Local Authority Liaison Officer (LALO)**

Volunteer staff are appointed and receive training to undertake the duties of a LALO. When called upon, the LALO will be requested to attend the incident scene and report to the Forward Command Post (FCP). Their role at the incident is to be the 'eyes and ears' of the Council and the conduit between the emergency services & Council regarding the flow of information and requests for assistance (*see Part 1 of the BMEP for more details*).

The assistance required by the emergency services may purely be regarding the care and welfare of those evacuated, but may also involve other services such as; Building Control (dangerous structures), Environmental Health (dangerous substances and environmental hazards) and Highways (road closures & traffic diversions).

### **7.3 Tower Hamlets Enforcement Officers (THEOs)**

Tower Hamlets Enforcements Officers (if available) can be requested to attend the Rest Centres as additional support and assistance as required via the Civil Protection Coordinator.

### **7.4 Borough Emergency Control Centre (BECC) – Tactical (Silver) Management Level**

This team is usually formed in one of the Council's three Borough Emergency Control Centre's (BECC's); Mulberry Place, Albert Jacob House & John Onslow House (formerly Gladstone Place) and the team comprises of nominated officers from all Council Directorates. Explanation of their roles and responsibilities during an incident are as follows;

- To manage the incident at a tactical level
- Undertaking all management decisions for the Council
- Supporting front line staff directly responding to the incident
- Keep the Chief Executive, CLT and/or any Strategic (Gold) level management team updated for the duration of the incident.

Further details on the BECC team and its duties may be obtained from Part 1 of the BMEP Civil Protection Procedure.

## 7.5 Trauma support

The Council will provide trained staff where required to provide trauma support and counselling. Debriefs will be arranged following an incident to discuss and review the impact of dealing with the incident with all staff.

The Council will deploy trained officers to be called on for support at any stage or at any location during an emergency and provide some, or all of the following services:

- Providing and receiving information from traumatised persons;
- Referral and liaison with other agencies;
- Supporting the general welfare response services at the incident/rest centre
- Liaising with and assisting when requested the Police Family Liaison Officers;
- Staffing support, advice and information telephone lines

The Council Employee Assistance Programme with our partners CIC (Confidential Care) is a service that is available for our staff (24/7, 365 days per year). Staff are now able to access a full confidential service which includes the following services:

- Unlimited telephone calls to seek help and advice with personal and/or work-related concerns
- Individual referrals for counselling, face to face, telephone or online counselling
- Independent Legal and Tax information advice and signposting
- Independent support and advice in dealing with Debt and other Money Management issues
- Access to a wealth of regularly updated wellbeing resources on our employee wellbeing website "Well Online"
- Additional support features for managers through the Manager Advice support line with many more additional options.

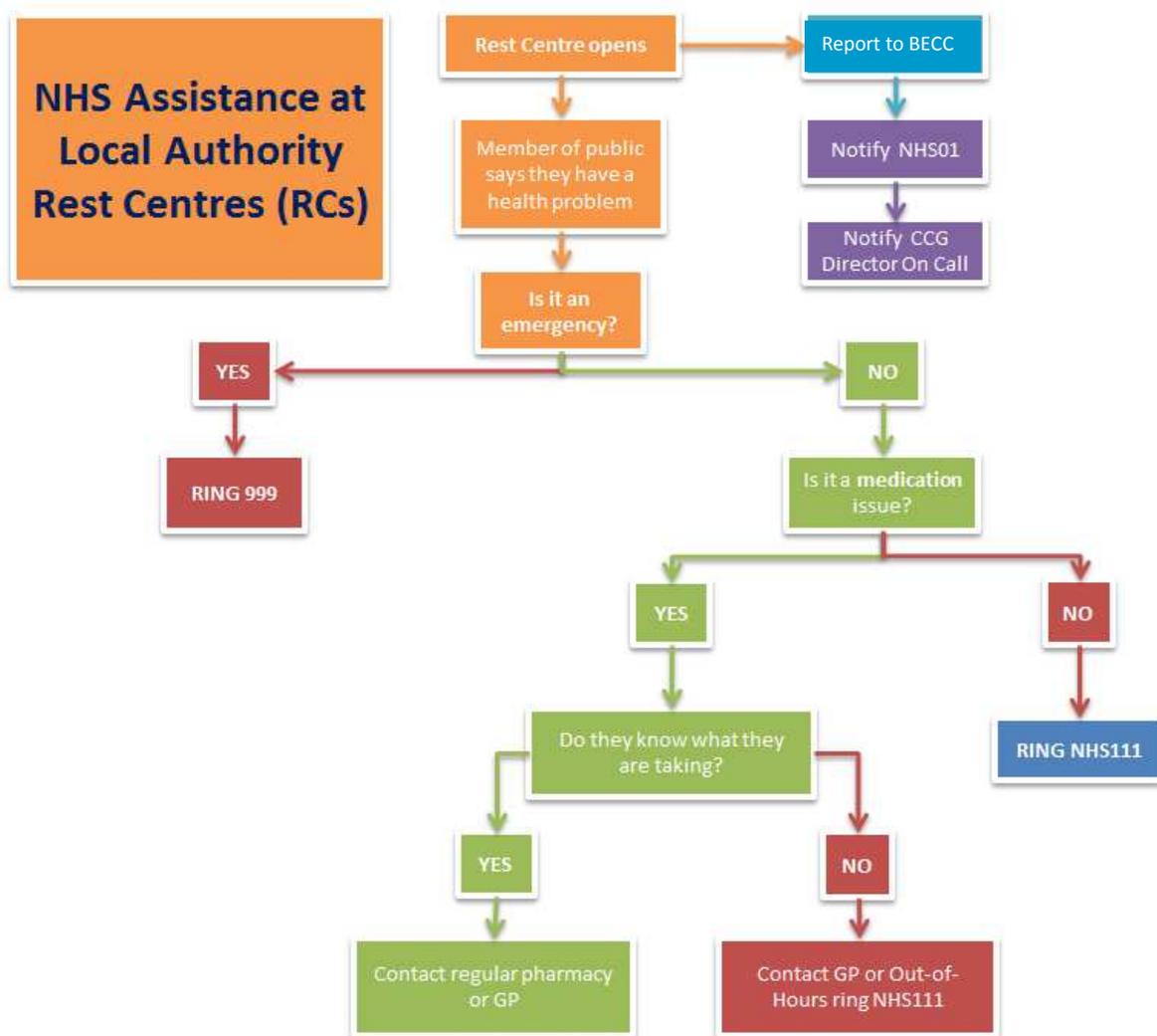
## 7.6 Arrangements for out of hours NHS services (NHS01)

The GP out of hour's service is available to provide medical help or advice; they can also provide medicines as part of their consultation.

*See Appendix 7 for contact details of GP services in Tower Hamlets*

Many of the pharmacies across the borough have very long opening hours, there is also a bank holiday rota to ensure supply over any holiday. If further support is required at the Rest Centre in relation to District Nursing etc., the ECCP Coordinator or the BECC, if operational, will contact the CCG emergency call out team and ask the Director on Call to arrange for the support required, (see *Appendix 9 Contact Details*).

If a **Rest Centre** is convened it will be managed by the Local Authority. The Rest Centre Manager or Rest Centre personnel will need to take the following approach which is based on the existing guidance for NHS Assistance at Rest Centres:



The Local Authority via the ECCP Coordinator of the Borough Emergency Control Centre (BECC), if operational, should notify NHS01 as soon as it is convenient that the rest centre has been opened and there may be additional health requirements.

### 7.7 Voluntary Groups

Voluntary organisations may be called on to assist the borough in carrying out its duties during an emergency, as well as assisting with a return to normality. Some of these groups may re-charge their expenses.

Voluntary groups require early warning of a possible service request, even if this warning is only for placing such services on standby. A more comprehensive description of all voluntary groups can be found in Part 1 of the Borough Major Emergency Plan – Civil Protection Procedure. Also see Appendix D of this plan for contact details.

Tower Hamlets Council holds a Memorandum of Understanding with the British Red Cross that can be contacted by the ECCP Coordinator if required.

### 7.8 Multi-Faith Response

The Pan London & local response arrangements can be found in Part 1 of the Borough Major Emergency Plan – Civil Protection Procedure.

## 8 Stand Down

### 8.1 The Decision to Stand Down

The decision to stand down from the emergency phase will be taken by the multi-agency tactical ( Silver) commanders involved in the management of the emergency.

In making the decision to stand down, consideration will be given to the following points (not exhaustive):

- Has the incident been brought under control?
- Is it safe for the evacuees to return to their homes and businesses?

Each responding organisation will stand down their personnel they are responsible for. Any decisions made will always be relayed to the Rest Centre Manager via the ECCP Coordinator

### 8.2 Closure of the Rest Centre

Closure of the Rest Centre will be easier during daylight hours. If homes have been damaged or destroyed, the preparation for finding more permanent accommodation will be started by the Council as soon as possible following the incident.

When the Rest Centre is to be handed back to its original purpose, the building will be returned to its original state by the Rest Centre Team. During this process, consideration will be given to the following key tasks:

- Tidy up of the building
- Provide a list of any breakages or equipment which required repair or replacement
- Assist in returning equipment and furniture to their original places
- List any items that have been used and need replacing
- Collate all reports and documentation that will be held by the relevant authority that operated the Rest Centre
- All staff will be invited to attend any post incident structured debriefs
- All staff will be formally thanked for their help and assistance
- A joint inspection of the building will take place with the Rest Centre Manager and the Building Owner/Operator

## 9 ECCP Quick guide

A	
Accommodation	A decision will be taken by the ECCP Coordinator in conjunction with Director on call / GOLD whether immediate alternative accommodation will be sought or arrangements to sleep in the rest centre.
B	
Building Security	<p>The premises should be protected against unwanted intruders i.e. the media, those in search of free meals and those with criminal intentions.</p> <p>Ensure any outside or other security lights are turned on. Report to the police any suspicious person in the vicinity of the facility or in the car park.</p> <p>Ensure confidential and personal administrative records are not accessible to evacuees, and are secured when unattended.</p>
C	
Catering	<p>Information on catering and refreshments are included in the Rest Centre Manager action card. Additional catering resources can also be requested by contacting the ECCP coordinator.</p> <p>A hot drink on arrival (or other suitable refreshments for children) is something that most people will appreciate</p>
Children	Specific actions for registering children that arrive at the rest centre from a school or nursery are included in the Registration action card. There is also additional information on what to do if a child arrives without a parent or guardian
Clerical / administrative support	Clerical / administrative staff can provide support to the Rest Centre Manager, who will need help to manage the administration of the rest centre (logs, calls etc.) The early appointment of clerical staff will free managers to concentrate on the management of the centre. If possible, use clerical / administration staff that normally work in the building, as they will be aware of the whereabouts of available equipment.
Communications	In an emergency, staff and the public within the rest centre may wish to contact family, friends or work colleagues to inform them of their whereabouts. Try and make a phone available in a private area. You may wish to remind people that phone calls should be kept brief as others will need to use the facilities.
Computer / Internet access	Public access to computer facilities is desirable in longer term incidents.

Confidentiality	<p>Under no circumstances must information concerning evacuees and survivors be discussed with persons who are not part of the Rest Centre team.</p> <p>For each visitor who is registered within the rest centre it is imperative that their details remain confidential and are stored securely.</p> <p>In an emergency the Rest Centre may receive calls from the general public enquiring about relatives, friends or work colleagues. If this happens:</p> <p>Make a note of the caller's name and contact number. Advise the caller that you will make enquiries and if the person is in the Rest Centre they will be asked to ring the caller on the number they have given.</p> <p>Check the rest centre 'Registration' forms and if the person is registered and the rest centre has a public address system inform them of the call. If the rest centre has no public address system make a note of the call on a Rest Centre Message form.</p>
Counselling	<p>Counselling room - Areas are needed where people can talk to counsellors or faith representatives to discuss problems in private. Setting aside a suitable room is something that should be considered.</p>
Crèche	<p>A separate recreation or playroom provided for younger children. This will help to keep noise levels down in other communal areas, if appropriate nursery facilities may be helpful. Visitors must be reminded that they are responsible for their own children and they must not be left unsupervised.</p>
Casualty Bureau	<p>Casualty Bureau may be set up, by the Metropolitan Police, in a major emergency. The role of the Casualty Bureau is to collect information regarding missing persons, survivors, evacuees involved, or believed to have been involved, in the emergency.</p>
D	
Departure	<p>Registered people must sign out when leaving the building. Further information on departures can be found in the Registration and Departures action card</p>
E	
Entertainment	<p>Evacuees will be grateful if you can provide entertainment such as sports equipment, television or radio if available. Children must be supervised by their parent / guardian at all times</p>

Ethnic and cultural considerations	During an emergency certain ethnic or cultural groups may present unique situations for rest centre staff. At registration, particular ethnic / cultural needs (e.g. diet, religious practices etc.) should be identified and recorded. Consider the need for having multi faith responders attend the rest centre to assist. Arrangements can be made via the ECCP coordinator.
F	
First aid & medical support	There should be a first aid room where appropriate staff can deal with minor medical problems and to which people can go for medical advice.
Faith representatives	The CPC / BECC / ECCP can request faith representatives from members of the Multi Faith Partnership. They would attend on a purely voluntary 'best endeavours' basis, but can assist the rest centre staff with religious, cultural, ethnic, dietary, and translation services, amongst members of their faith community.
G	
H	
Heating	People arriving may need warmth quickly for a variety of reasons. They may be suffering from shock. They may have been exposed to the elements by the nature of the incident that led to the opening of the rest centre They may not have had time to gather sufficient clothing. They may be elderly, very young or unwell. It is essential therefore, that premises selected for use as rest centres must have adequate heating facilities or access to supplementary heating, at short notice.
I	
Interpretation and Translation	For basic translation a phrase translation book is kept in the Rest Centre box.
Information Area	The information area provides a central point for collating information about registered people. It should also provide information on the developments of the incident. Additionally, it is used to provide a central point for receipt of registered peoples' concerns. Information area staff will direct registered evacuees to the correct person to speak to if they have any immediate needs or concerns.
J	
K	
L	
Luggage and valuables	Visitors to the rest centre are responsible for the safekeeping of personal belongings, luggage or valuable items and should ensure that they remain in view at all times. The council cannot accept liability for any losses.

M	
Medical problems	Evacuees may have arrived at the rest centre without their normal medication and it may be necessary to arrange for them to receive temporary supplies. Refer them to the Rest Centre Manager to refer to the GP/Out of hours contact details in appendix 7.
N	
O	
P	
People leaving the centre when it closes	People who leave the centre should be recorded on a Departure form or at the bottom of their registration form. It is important to log who is leaving the centre to ensure we can account for everyone.
Pets	<p>During an emergency, pet owners have a legal obligation to care for their animals.</p> <p>Some evacuees may only be persuaded to attend a rest centre if they can take their pets with them.</p> <p>During an evacuation, many people may be reluctant to leave their pets unattended. Pet owners are encouraged to identify friends or relatives that could look after their pets during an evacuation.</p> <p>The Rest Centre manager will be responsible for making the local decision as to whether to allow pets into the centre dependent on the nature of incident and number of people within the centre and if there is a separate area that people with pets can be contained.</p>
Press & Media	<p>All press and media enquiries will be dealt with by the LBTH Communications team. If any press visits are permitted within the Rest Centre they should be accompanied at all times. Do not allow them free access. If the media are in attendance a member of the Communications team will try to attend the Rest Centre to manage enquiries from the press.</p> <p>In a major incident, media personnel will arrive very quickly. You are likely to be approached by the media, looking for photographs or interviews. Rest Centre staff must not give statements to the media without the approval of the LBTH communications team.</p> <p>Registered people are free to speak with the media but interviews inside the Rest Centre must have the approval of the CPC / BECC / Duty Director. It is up to each registered person to decide whether or not they wish to talk to the media, but they should be cautioned that they cannot change their mind later about what they have said. They</p>

	may be unable to stop the media taking photographs, but remind them they shouldn't be afraid to tell them to leave them alone. Also, let registered people know that if the media is bothering them or their family they should tell the police.
Public Address System	The public address system within the centre (if available) is useful to provide general announcements and to make contact with registered people if necessary.
Q	
R	
Reception and registration areas	When people first arrive, the need to get people under cover quickly is paramount, but so is the need to limit unnecessary movement around the premises. It is also important to start the registration process as soon as possible. A suitable area needs to be identified for achieving this balance. The ideal area is fairly close to where people first enter the building, but where they will be both sheltered and comfortable. However, the welfare of the people arriving takes precedence over the initial registration process.
Recreation area	The centre should try to make recreation facilities available to help relax people, reduce stress and relieve boredom and frustration. This could be in the form of television, books, newspapers, magazines and games.
Registration and recording people leaving	Registration staff record people arriving at the rest centre and direct people with any special or immediate needs to the appropriate person. Later, staff will also record details of registered people leaving the building.
Refreshment/dining area	The refreshment area provides food and drinks for registered people and rest centre staff. For more information see Catering.
Rest Centre Box	The Rest Centre Box contains the basics, such as stationery supplies, wristbands and hi-vis tabards for rest centre staff.
Rotation of staff	While staff will normally work long hours in an emergency, the temptation to do so must be avoided. As soon as the centre is activated, shift rotation is essential for senior, in-charge staff as well as front line workers. In some cases, workers and managers may have to be ordered off the site to get much needed rest.
S	
Security	It is likely that the Police will be involved in the response to an incident/emergency therefore cannot guarantee to provide security at Rest Centres. Advise people at the rest

	<p>centre to keep their valuables with them at all times. The Rest Centre manager can request support from Tower Hamlets Enforcement Officers (THEO's).</p>
Sleeping area	<p>Rest Centres are designed to supply basic welfare. It is preferable for all concerned if the council can arrange for evacuees to stay with relatives or friends and it is important to obtain from the evacuees details of anybody who would be willing to provide such facilities. Alternatively, it may be appropriate to arrange for guest house or hotel accommodation.</p> <p>If it is necessary for evacuees to spend the night at a rest centre it is important to designate sleeping areas. As people from different backgrounds will have different levels of tolerance as to what will constitute acceptable sleeping arrangements, the potential for allocating different areas needs to be considered when evaluating premises for possible use and when planning how they may be set up in an emergency.</p>
T	
Telephones	<p>Public access to at least one telephone is essential. Most people will have access to a mobile phone although, during an emergency, mobile networks will be heavily used &amp; the signal strength may not be the best.</p>
Transport	<p>Most evacuees will arrange for friends or relatives to pick them up from the rest centre. However some may have informed a member of staff that onward travel is required. Discussions should take place with the CPC / BECC on the requirements of evacuees for travel from the Rest Centre back home or to alternative accommodation. This may include arranging emergency passenger transport or taxis.</p>
U- Z	

## 10 Appendices

For security and service confidentiality reasons, all or part of this entire section may be removed, before the document is made available to the general public or outside organisations.

Appendix 1 – ECCP Action Cards 1a-1k

Appendix 2 – Activation of the ECCP Flowchart

Appendix 3 – Rest Centre Set Up

Appendix 4 – Registration Forms

Appendix 5 – Incident Log Template

Appendix 6 – Schools Designated as Rest Centres

Appendix 7 – Contact Details for GPs in Tower Hamlets

Appendix 8 – Local Hotels

Appendix 9 – HALO Terms of Reference

Appendix 10 – HALO Agenda Template

Appendix 11 – Supermarket Emergency Assistance

- Sainsbury's

Appendix 12 – Contacts Directory

- A. Emergency Services & Health
- B. Voluntary Sector Contacts
- C. Contract Services Callout
- D. ECCP Volunteers Contacts