**Guildford BC Emergency Plan**

This Plan is owned, maintained and updated by Guildford Borough Council. All users are asked to advise Guildford Borough Council of any changes in circumstances that may materially affect the plan in any way.

Details of changes should be sent to:

hccs@guildford.gov.uk

This Plan is predicated upon the existence and maintenance by Category 1 and 2 responders of their own plans for response to a Major Incident.

The plan will be reviewed annually and after any major incident and reissued to those on the distribution list when amended versions are produced.

**Owner:**

Management Team (Guildford Borough Council)

**Authorised by:**

Helen Barnsley

**Author:**

Aisling Brophy
## Distribution List

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Position</th>
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<tbody>
<tr>
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<td>Managing Director</td>
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<td>Infrastructure Programme Development</td>
</tr>
<tr>
<td>Incident Liaison Officers</td>
<td>See Page 25</td>
</tr>
<tr>
<td>Kevin Handley</td>
<td>Office Services Manager</td>
</tr>
<tr>
<td>Jane Read</td>
<td>Community Services Manager</td>
</tr>
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<td>Tim Pilsbury</td>
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</tr>
<tr>
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</tr>
<tr>
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<td>Fleet and Work Services Manager</td>
</tr>
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<td>Gary Durrant</td>
<td>Team Leader (Environmental Control)</td>
</tr>
<tr>
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<td>Team Leader (Food and Safety)</td>
</tr>
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<td>Environmental Health Manager</td>
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<tr>
<td>Paul Bennett</td>
<td>Assistant Waste Operations Manager</td>
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<tr>
<td>Derek Trawber</td>
<td>Business Support Manager</td>
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<td>Kevin McKee</td>
<td>Parking Manager</td>
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<td>Leader of the Council</td>
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<tr>
<td>Cllr. Nigel Manning</td>
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<td>Cllr. Matt Furniss</td>
<td>Portfolio Holder- Infrastructure and Environment</td>
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<td>Emergency Box (Training Room Millmead)</td>
</tr>
<tr>
<td></td>
<td>Emergency Box (Woking Road Depot)</td>
</tr>
</tbody>
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## Version Control

### Record Of Amendments

<table>
<thead>
<tr>
<th>Amendment (Month/Year)</th>
<th>Details</th>
<th>Amended by</th>
<th>Date</th>
</tr>
</thead>
</table>
# Table of Contents

Distribution List

Version Control

Foreword by Managing Director

1. **Introduction** ................................................................. 1
   1. What is this plan? ......................................................... 1
   2. Major Incident Definition ............................................ 1
   3. When not to use this plan ............................................ 2
   4. Phases of an incident .................................................. 3
   5. Surrey Community Risk Register ................................... 4
   6. Plan Linkage .............................................................. 7

2. **Roles and Main functions of responding organisations** ............ 8
   1. Guildford Borough Council roles and responsibilities .......... 8
   2. Police ........................................................................... 11
   3. Fire ............................................................................. 12
   4. Ambulance .................................................................... 13
   5. NHS England South (South East) ..................................... 13
   6. Environment Agency .................................................... 14
   7. Voluntary Support ........................................................ 14
   8. Utilities ......................................................................... 16
   9. Armed Services .......................................................... 16
   10. Media .......................................................................... 16
   11. Other Local Authorities/ Mutual Aid ............................... 16
   12. Faith Community ........................................................ 17

3. **Command and Control** .................................................... 17
   1. Bronze, Silver, Gold ..................................................... 17
   2. Functional Working ...................................................... 19
   3. Roles and Responsibilities ............................................. 20

   **ACTIVATION** .................................................................. 21

4. **Emergency Communications Cascade** .................................. 22
   1. Initial Call for Assistance ............................................... 22
   2. Logging Calls .................................................................. 23
   3. Call Out Order .............................................................. 24
4. Next Steps..........................................................................................24

5. Incident Liaison Officers (ILO)..........................................................24
   1. What...............................................................................................24
   2. Who...............................................................................................25
   3. When..............................................................................................25
   4. Next Steps.....................................................................................25
   5. GBC ILOs........................................................................................25

6. Borough Emergency Communications Centre (BEC).......................26
   1. What...............................................................................................26
   2. Where.............................................................................................26
   3. How...............................................................................................26
   4. Key Actions...................................................................................26
   5. Issues to Consider.........................................................................26

7. Specific Roles and Responsibilities...................................................27
   1. Borough Emergency Coordinator.................................................27
   2. Coordinator of Corporate Cell......................................................28
   3. Coordinator of Operations Cell.....................................................29
   4. Coordinator of Welfare Cell...........................................................31

8. Evacuations........................................................................................32
   1. Key Considerations.......................................................................32

9. Emergency Assistance Centres (EACs).............................................33
   1. Rest Centre ..................................................................................33
   2. Survivor Reception Centre...........................................................33
   3. Family and Friends Centre............................................................33
   4. Humanitarian Assistance Centre..................................................34

10. Staff Rota..........................................................................................34

11. Initiation of Recovery Phase............................................................34

12. Standing Down and Debriefing.........................................................36
## Annexes

<table>
<thead>
<tr>
<th>Number</th>
<th>Name</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Plan Overview</td>
<td>37</td>
</tr>
<tr>
<td>2</td>
<td>Logging Tips</td>
<td>38</td>
</tr>
<tr>
<td>3</td>
<td>Emergency Assistance Centres</td>
<td>39</td>
</tr>
<tr>
<td>4</td>
<td>Location of Rest Centres</td>
<td>40</td>
</tr>
<tr>
<td>5</td>
<td>Rest Centre Details</td>
<td>41</td>
</tr>
<tr>
<td>6</td>
<td>Opening the BEC</td>
<td>44</td>
</tr>
<tr>
<td>7</td>
<td>ILO Aide Memoire</td>
<td>45</td>
</tr>
<tr>
<td>8</td>
<td>Guildford BC-SCC Radio  System Operation</td>
<td>46</td>
</tr>
<tr>
<td>9</td>
<td>Phonetic Alphabet</td>
<td>48</td>
</tr>
</tbody>
</table>
Foreword by Managing Director

Our ability to respond effectively in the face of a range of emergencies is absolutely vital to the health, safety and welfare of all our communities. We know from recent experience with flooding that the Council can also become the focus of not just local but national press and media attention, affecting our reputation long after the incident has passed.

Whether the incident is relatively minor or more serious, we need to be well prepared. I am therefore delighted to introduce this Emergency Plan that sets out the framework for the Council’s response to emergency situations.

Please familiarise yourself with the contents of the plan. If you already have a designated role in an emergency, then I would like to thank you for your support. If not, but you think you could make a contribution, then I would urge you to come forward and volunteer. We are always looking for new skills and experience to strengthen our response. There will be periodic training and practice events and I hope as many of you as possible will take part to make the scenarios and our response as meaningful as possible.

The effective working of the plan requires the engagement of our partner organisations. As well as the ‘blue-light’ services such as the Police, Fire and Rescue Services and the Ambulance Service, we need to work together with our colleagues in neighbouring councils and voluntary services, recognising that good communication between us all and with the press, media and the public are critical to success.

Please keep this plan in a secure place and dispose of the old one. Related emergency plans for responding to snow and flood can also be made available upon request to key staff.

If you have any comments or feedback on the plan, please send them to Louise Weatherly emergencyplanning@guildford.gov.uk

SUE STURGEON
MANAGING DIRECTOR
1. Introduction

1.1 What is this plan?

This document sets out procedures and guidance for responding as an organisation to a Major Incident / major emergency that affects the Borough.

Most sections have both actions and considerations which apply to most emergency situations and will assist in arranging the response. However, there may be occasions when the actions do not precisely fit the circumstances. In that circumstance seek advice from others or use your own management skills.

A full glossary of terms associated with the management of a Major Incident is contained within the Surrey Major Incident Plan (SMIP), which may be a useful reference point as you read this plan. It can be accessed on the Business Recovery section of the GBC loop.

http://loop.guildford.gov.uk/sites/loopedm/XMT/BusinessRecovery/Forms/AllItems.aspx

1.2 Major incident definition

An officer of any rank of the emergency services or an emergency planning representative of the National Health Services or the Local Authorities can declare a Major Incident if they feel the following criteria have been met;
The Civil Contingencies Act 2004 allows for the terms **Major Incident** and **Emergency** to mean the following:

- An event or situation which threatens serious damage to human welfare in a place or the UK;
- An event or situation which threatens serious damage to the environment of a place in the UK
- War, or terrorism, which threatens serious damage to the security of the UK

Damage to human welfare involves, causes or may cause;

- Loss of human life;
- Human illness or injury;
- Homelessness;
- Damage to property;
- Disruption of a supply of money, food, water, energy or fuel;
- Disruption of a system of communication;
- Disruption of facilities for transport;
- Disruption of services relating to health;

**1.3 When not to use this plan**

This plan should **not be used for minor incidents**. Guildford Borough Council has well established
working practices for such occasions.

Confidential and restricted contact details associated with this plan that must only be used by authorised Officers involved in the Major Incident Response. A separate document containing such contacts is available in the Emergency Boxes in the The Lodge Training Room, Millmead, and in the Woking Road Depot.

The plan should not be used for incidents or emergencies that only affect the Council, these scenarios are covered through Business Continuity arrangements. Refer to your departmental Business Continuity Plan and follow BCM protocols.

1.4 Phases of an incident

The response to any emergency may be divided very broadly into phases, regardless of the scale:

**The Initial Response.** The initial response will involve the protection of life, property and the environment and will be primarily the responsibility of the emergency services supported by Local Authority and other organisations. Guildford’s role will be focused around sending an Incident Liaison Officer (ILO) to the scene, other front line services such as dangerous structure advice, and supporting with the evacuation and sheltering of evacuees.

**Consolidation.** In the period of consolidation, the emergency services will consolidate procedures and measures implemented in the initial response whilst local authority and others begin to play an ever increasing role by providing a variety of support, services and resources on request. Guildford will be focused on welfare of people at Emergency Assistance Centres (EACs) as well as
impact management on residents and businesses, particularly the vulnerable and supporting the emergency services.

**Recovery.** Once the emergency has stabilised and the emergency services have scaled down their operations, including withdrawal from the scene, local authority will be fully involved with organising and implementing recovery measures.

![Diagram showing the stages of a Major Incident](image)

**Figure 1:** Diagram showing the stages of a Major Incident

**1.5 Surrey Community Risk Register**

The Surrey Community Risk Register has been created to provide public information about the hazards that exist within the County and the control measures that are in place to mitigate their impact. The Register has been published in response to the Civil Contingencies Act 2004 and further information can be accessed through the Gov.uk website:
The hazards have been outlined in a generic format, as this is the basis of response planning within the County, which follows nationally agreed best practice. The generic hazards have been assessed for the likelihood of the event happening and the potential impact that may have within the County, which is then used to create a risk rating for the hazard. The likelihood and impact values were agreed through the multi-agency Risk Assessment Working Group on behalf of the Surrey Local Resilience Forum (SLRF), as shown in the graph below:

Figure 2: Diagram of Surrey’s Risk Matrix
In Guildford, the highest identified risk is flooding from river sources (fluvial flooding).

Due to the nature of the threats, Guildford Borough Council have produced specific emergency plans to outline the nature of the risk and the response arrangements in place. Guildford Borough Council’s Major Flood Plan links in with this Emergency Plan and other plans within Surrey Local Resilience Forum. For more information, please refer to the specific plans. Figure 3 summarises this plans linkage with other Guildford and Surrey plans.

The types of major emergencies with which the Council could expect to be involved include: -

- Aircraft Crash
- Collapse of Structures (buildings, bridges, etc.)
- Explosion (gas or other explosive substances)
- Escape of Dangerous Substances (toxic gases, radioactive material, petrol or chemical spillage).
- Flooding (surface water or ‘Pluvial’)
- Major Fire
- Outbreak of Disease
- Rail Crash
- Severe weather
- Major highways incident (A3, A31 and M25)
1.6 Plan Linkage

The Plan provides details of actions, roles and responsibilities specific to a major incident affecting Guildford. Figure 3 shows the linkages between the plan and other Emergency Plans. All responding agencies will hold operational response plans. Plans that may be active include:

- Surrey LRF, Multi Agency Flood Plan
- Surrey LRF, Major Incident Plan
- Surrey LRF, Major Incident Communications Plan
- Surrey LRF, Gold Command Protocol
- Surrey LRF, Humanitarian Assistance Centre Plan
- Surrey LRF, Emergency Assistance Centre Plan
- Surrey LRF, Site Clearance Plan
- Guildford Borough Council Snow Plan
- Guildford Borough Council Multi Agency Flood Plan (MAFP)
- Guildford Borough Council Rest Centre Plan
- Guildford Borough Council Business Continuity Plan
- Influenza Plan
2. Roles and Main Functions of Organisations Involved in Responding to Emergencies

2.1 Guildford Borough Council’s roles and responsibilities

The main roles and responsibilities for Guildford Borough Council include;

- Activating and staffing the Borough Emergency Centre (BEC) as required in support of the management of the incident.
- Supporting the emergency services.
- Provide an Incident Liaison Officer (ILO) to liaise with partners
- Emergency accommodation
- Lead or assist with Emergency Assistance Centres (EACs)
- Dangerous buildings (and associated structures) advice
- Environmental Health advice
• Emergency transport assistance
• Assisting with identification of vulnerable people
• Assistance with media management
• Assistance with telecommunications
• Waste collection
• Supporting excess deaths management (through public health function)
• To provide support and guidance to community groups comprised of local residents, as per Guildford Borough Council’s Corporate Plan.
• To facilitate both the physical and psychological rebuilding of the local community and the environment as time moves on when the emphasis is switched from ‘Initial Response’ to ‘Recovery’ and the Borough Council and the Borough Council has been handed the lead role by the Police.
• To provide the focus for the local community, offering leadership, support and advice and acting as the major coordinating body for matters concerning the incident over the days, weeks, months and possibly years that follow. This role will depend heavily on effective working with the political leadership of the Council and making best use of the key people such as the Leader and the Mayor.

In the event of an incident involving more than one Borough or District, the Chief Executives/Managing Directors of the affected areas may nominate a lead authority or define responsibility for co-ordination of the major incident response.

In incidents where two or more of the Boroughs are affected, or for cross border incidents with the response largely within Surrey, the County Council will assume the lead supported by the Districts.
It will be the police who normally establish the nature and location of an incident. In the event of a major emergency the nominated Tactical Lead, will exchange relevant information with other agencies including the police, the County Emergency Management Team.

Subsequent call-out action will depend on the scale and nature of the emergency and support requested by emergency services.

The responsibilities between Borough and County Council can sometimes become confused. The following table outlines the responsibilities for each organization.

<table>
<thead>
<tr>
<th>Both County and Borough</th>
<th>Borough</th>
<th>County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liaison with Emergency Services</td>
<td>Rest Centres</td>
<td>Advice on storing fuel</td>
</tr>
<tr>
<td>Transport</td>
<td>Advice on structural conditions</td>
<td>Specific welfare and trauma support</td>
</tr>
<tr>
<td>Arranging equipment and providing sandbags</td>
<td>Advice on food, preventing disease etc.</td>
<td>Public Health</td>
</tr>
<tr>
<td>Repairs, demolition and clearance</td>
<td>Assisting with emergency assistance centres</td>
<td>Waste Disposal</td>
</tr>
<tr>
<td>Closing footpaths and open spaces</td>
<td>Excess deaths assistance (public health function)</td>
<td></td>
</tr>
<tr>
<td>Media management and public information</td>
<td>Temporary accommodation/ long-term re-housing</td>
<td></td>
</tr>
<tr>
<td>Waste Management</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 1 – Roles and Responsibilities between Surrey County Council and Guildford Borough Council
2.2 Police

The police will probably be the first to receive notification of an emergency. The Police will initially co-ordinate the activities of the responding agencies, in accordance with the Surrey Major Incident Procedures (SMIP). They may call for assistance from Borough Council services, Utility Companies and Voluntary Organisations, as required.

The main roles and responsibilities of the Police are:

<table>
<thead>
<tr>
<th>Role</th>
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</thead>
<tbody>
<tr>
<td>To alert the other emergency services and local authorities</td>
</tr>
<tr>
<td>The saving of life in conjunction with the other emergency services</td>
</tr>
<tr>
<td>Co-ordination of the emergency services and other organisations during the immediate response phase</td>
</tr>
<tr>
<td>Protection and preservation of the scene</td>
</tr>
<tr>
<td>Investigation of the incident in conjunction with other investigative bodies</td>
</tr>
<tr>
<td>Collation and dissemination of casualty information</td>
</tr>
<tr>
<td>Identification of victims</td>
</tr>
<tr>
<td>Restoration of normality</td>
</tr>
</tbody>
</table>
## 2.3 Fire

The **main roles and responsibilities of the Fire and Rescue Service are:**

<table>
<thead>
<tr>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>To alert the other emergency services and local authorities;</td>
</tr>
<tr>
<td>The saving of life in conjunction with other emergency services;</td>
</tr>
<tr>
<td>Tackling fires, released chemicals and hazardous situations;</td>
</tr>
<tr>
<td>Rescue of trapped casualties;</td>
</tr>
<tr>
<td>Safety of all personnel involved in the rescue work;</td>
</tr>
<tr>
<td>Information gathering and hazard assessment;</td>
</tr>
<tr>
<td>Assisting the Ambulance Service at the Ambulance Loading Point;</td>
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<tr>
<td>Restoration of normality.</td>
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</table>
3.3 Ambulance

The main roles of the Ambulance Service are

<table>
<thead>
<tr>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>To alert the other emergency services and local authorities;</td>
</tr>
<tr>
<td>The saving of life in conjunction with other emergency services;</td>
</tr>
<tr>
<td>To provide a focal point for all NHS and medical activities;</td>
</tr>
<tr>
<td>To identify and activate the appropriate Receiving Hospitals;</td>
</tr>
<tr>
<td>To set up a Casualty Clearing Station;</td>
</tr>
<tr>
<td>To prioritise casualties in the treatment of injuries;</td>
</tr>
<tr>
<td>To prioritise the evacuation of casualties using appropriate, means of transport; The restoration of normality.</td>
</tr>
</tbody>
</table>

2.5 NHS England South (South East)

The main roles and responsibilities of the NHS are:

<table>
<thead>
<tr>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commissioning primary care (GPs, dentists, optometrists, pharmacists) across Surrey</td>
</tr>
<tr>
<td>Specialist commissioning across the South East Coast Area</td>
</tr>
<tr>
<td>Emergency planning, resilience and response</td>
</tr>
<tr>
<td>Oversee quality and safety</td>
</tr>
</tbody>
</table>
2.6 The Environment Agency

The Environment Agency (EA) has primary responsibility for the environmental protection of water, land and air. These responsibilities cover remedial action to prevent and mitigate the effects of an incident, providing specialist advice, giving warnings to those likely to be affected, monitoring the effects of an incident and investigating its cause. The EA have the strategic national role for flooding of all types and run the National Flood Line and Flood Warning Service.

2.7 Voluntary Support

There are a large number of voluntary groups which can contribute to the response during an emergency and which may be contacted by the local authority. Exceptions are the St John Ambulance and British Red Cross, which would be alerted by the Ambulance Service. Surrey County Council Emergency Management Team (EMT) manage the response of volunteer organisations. As a guide, the following support can be given by the voluntary sector:
<table>
<thead>
<tr>
<th>TYPE OF SUPPORT</th>
<th>VOLUNTARY BODY</th>
<th>ACTIVITY</th>
</tr>
</thead>
</table>
| WELFARE         | • Women’s Royal Voluntary Service (WRVS)  
• Salvation Army  
• Citizens’ Advice Bureau | • Staffing reception and Rest Centres  
• Feeding  
• Provision of clothing  
• Advice on: entitlements, grants, loans and claims  
• Support and comfort of victims and evacuees |
| SOCIAL and PSYCHOLOGICAL AFTERCARE | • Samaritans  
• CRUSE – bereavement care  
• Salvation Army  
• Surrey Trauma Support Service | • Befriending  
• Counselling  
• Provide longer term support |
| MEDICAL SUPPORT | • British Red Cross  
• St John Ambulance | • First aid at Survivor Reception Centre  
• Transport, first aid and administration at Rest Centres  
• Welfare support to the community |
| COMMUNICATIONS  | • Radio Amateurs Emergency Network (RAYNET) | • Providing emergency communications  
• Providing vehicles  
• Providing messengers |

Table 2: Summary of Voluntary Support
2.8 Utilities

The utilities will play a key role in a response to a disaster, particularly in the recovery stage. Most large utilities have contingency plans in place for major incidents, some of which includes provision of care for customers affected. Surrey County Council CPU will normally co-ordinate their activities.

2.9 Armed Services

Through a system called Military Aid to the Civil Authority (MACA), the armed services can assist in emergency situations where there is a danger to human life or where there is a breakdown in services vital to the welfare of the community. Their assistance will be requested through the Police or Surrey County Council CPU.

2.10 Media

Any major incident has the potential to generate a huge amount of media interest. It is likely that media personnel will be the first to arrive at the scene. Effective media management is considered a key component of any incident response plan. The Police Communication Department will co-ordinate any media response to an incident and should maintain close liaison with the Borough to ensure a co-ordinated and consistent release of information.

Surrey Local Resilience Forums Major Incident Plan describes Surrey’s communications protocols during a Major Incident. The Borough Communication teams will be familiar with the plans and where Guildford fits in to the overall County activities.

2.11 Other Local Authorities/ Mutual Aid

Emergencies are not restricted by administrative boundaries, therefore the Borough Emergency Management Team should consider the resource needs of neighbouring authorities both in terms of what the other authorities may require and how this assistance could be reciprocated in an emergency. Staff resources could include frontline staff, such as Call Centre Staff as well as Directors of Service, depending on the scale of the emergency. Equipment may also be required. Resources should be made readily available on a goodwill basis whilst ensuring the position of
Guildford BC is not compromised in an emergency. Any requests for assistance should be directed to the Managing Director.

2.11 The Faith Community

Surrey is a multi-cultural county with a diversity of faith groups. It is essential that the varying needs of these groups are represented and considered with sensitivity as part of the welfare response to any incident. A network of trained individuals from Surrey’s faith community can be accessed should the need arise, by contacting the County Emergency Planning Unit, which will activate the Faith Emergency Plan.

3. Command and Control

There is a generic national framework for managing emergency response and recovery that is applicable irrespective of size, nature or cause of an emergency, but remains flexible enough to be adapted to needs of particular circumstances. It allows all agencies to understand their roles and responsibilities in the combined response.

3.1 Operational / Bronze (Hands in)

Bronze or Operational usually undertake on site work. Personnel on at the scene/’on the ground’ focusing on a specific task (opening, running a rest centre, filling sandbags, directing public).

Bronze is generally co-ordinated by their own agency in liaison with each other.

Tactical / Silver (Hands on)

Silver(s) or Tactical(s) ensure that the actions taken at bronze are co-ordinated coherent and integrated with other efforts. They determine priorities for allocating available resources, plan and coordinate how and when tasks will be undertaken, obtain additional resources if required, assess significant risks and use this to inform tasking of bronze officers, and ensure health and safety of the public and personnel.

Multi agency Silver will usually be at or near the scene of the incident, and Guildford’s silver is the Borough Emergency Centre (BEC) Guildford Borough Council will liaise via the appointed Incident Liaison Officer(s) (see page 31).
**Strategic / Gold (Hands off)**

Senior management will be notified of any emergency situation occurring, however where an event or situation has an especially significant impact or substantial resource implications, Guildford’s Borough Emergency Management Team (BEMT) should assemble. Led by the Managing Director or their nominated deputy, the BEMT will determine clear strategic aims and objectives, and review them regularly. They will prioritise demands from Silver and allocate personnel and resources to meet requirements. The BEMT will formulate and implement media handling and public communication and direct planning and operations beyond the immediate response in order to facilitate the recovery process.

The BEMT will provide the strategic direction and leadership for the Borough Council’s response to a major incident. Alongside co-ordinating the overall Council response, the Management Team will also ensure that the Council continues to meet its statutory responsibilities during an emergency, by maintaining the normal delivery of services wherever possible.

The BEMT will consist of the Managing Director, the Directors of Service or their nominated deputies, the District Emergency Planning Liaison Officer and anyone else the Management Team may deem necessary to assist their response to an emergency. This will, however, vary depending on the nature of the incident, and may also include representatives from external organisations such as Surrey CC Adult and Community Care Services, the utility companies, or the emergency services.

Representation at the SCG may be required by a member of Guildford’s management team. This may be because the incident is having a significant impact on Guildford, or as acting representative for all Surrey Borough chief executives.

Where an incident is confined within Guildford, Guildford Borough Council will take the lead for the local authority. Where there is a Surrey wide incident, Surrey County Council will be expected to take the lead. However, there will always be some Borough/County representation at any multi agency meeting.
3.2 Functional working

While no two incidents will ever be exactly the same, there are functions that will be generic to any incident. These broad functional areas have been identified as corporate, operations, and welfare. They will be used to form the basis of the Borough Council’s management structure in an emergency with roles and responsibilities aligned to each functional group.

The Borough Coordinator and Deputy Coordinator will also play a significant role setting the overall strategy for managing the emergency and ensuring the separate activities or each cell are joined up and co-ordinated.

This is a logical way of managing any emergency. This will ensure that each functional area is given sufficient consideration and that resources and skills can be utilised most effectively, avoiding duplication of effort.
3.3 Roles and Responsibilities of functional groups

Depending on the nature and scale of the emergency it may be more appropriate for a different group to pick up an activity that would not normally be part of its remit. Some cross over will also be unavoidable, however, it is expected that the responsibilities identified within each group will be led and co-ordinated by the Officer responsible for that specific cell. Those involved will have to work closely together to ensure that communications do not break down and to achieve a cohesive response. The Borough Council will also be expected to maintain provision of normal services wherever possible in line with the Council’s Business Continuity Plan. Specific roles and responsibilities will be covered in the ACTIVATION section.
ACTIVATION
4. Emergency Communications Cascade

4.1 Initial call for assistance

It is most likely that a call for local authority assistance will come from the Police or through Surrey County Council Emergency Planning Unit. If a call is received from a member of the local community or other agency it is important to confirm that the emergency services and County Emergency Planning Unit have been notified. This is a priority. Annex 1, page 37 gives an overview of how the plan can help out in an emergency.

The initial call for assistance will normally be received via one of the following routes:

**During working hours:**
- direct to the Managing Director
- direct to the District Emergency Planning Liaison Officer
- via the Emergency contact centre
- via the County Emergency Planning Unit
- direct to any of the Borough services

**Out of working hours:**
- via Forestcare out of hours service
- via the County Duty Emergency Planning Officer

**On Receiving a call:**
- Take the caller’s name and contact number
- Start a log
- Ask what the caller wants/expects you to do
- Explain what you can and can’t do and what you are going to do
- Take details: time, date, the exact location and grid reference if possible, the problem or what has happened, who is involved and who has been notified
- Are the emergency services and County Emergency Planning Unit aware?
- Is there an incident number?
• Let the caller know that you will get back to them at regular intervals to confirm progress and action taken

• Contact the appropriate Officers that should be notified

• Contact relevant partner agencies

4.2 Logging Calls

A major incident can be subject to a public enquiry. It is vital both in order to assist the Police in their investigations and for litigation reasons that all calls and decisions are logged and actions recorded.

A copy of a log sheet, and tips for logging calls effectively, are detailed in Annex 2, page 38. This should be started upon receipt of a call for assistance and maintained throughout the duration of the incident in order to record key decisions and action taken. Any officer taking a call for assistance must ensure they obtain as much information as possible. Should an Officer receive a request for support from the emergency services, they should immediately contact one of the following:

1. The Managing Director
2. The appropriate Director of Service
3. District Emergency Planning Liaison Officer

Telephone details are found in the Guildford Borough Council Emergency Contact Directory, or by logging on to Resilience Direct. If none of the Officers detailed above are available, then contact should be made with any of the Directors of Service. These Officers will take responsibility for managing the incident until the Managing Director or nominated Director of Service takes over.
4.3 Call out Order

The initial call to alert Guildford Borough Council of an emergency will go to the Emergency Planning lead. In the event that this person is unavailable to take the call, the Head of Health and Community Care Services will be contacted. Failing this, the appropriate Director of Service will be contacted.

4.4 Next Steps

If you are contacted and alerted to an emergency/major incident, you should begin mobilizing the Council’s response.

- Begin using your log book
- Begin mobilising key departments
- Establish the BEC Coordinator
- With the BEC Coordinator, consider opening Borough Emergency Centre
- Consider sending an Incident Liaison Officer (ILO)
- Is an evacuation possible?
- Is an Emergency Assistance Centre (EAC) needed?

5. Incident Liaison Officers (ILOs)

5.1 What:

The Incident Liaison Officer (ILO) will attend tactical briefings at Multi-Agency Silver (usually near the scene of the incident) and receive up-to-date information on the unfolding situation. They will also take requests for Local Authority assistance/involvement to pass back to the Borough’s Silver Control, and pass information about Borough actions and developments on to the tactical commander.
5.2 Who

The BEC Coordinator or member of the BEMT will request that an ILO attends Silver. **ILOs MUST ONLY BE CONTACTED BT THESE INDIVIDUALS.**

5.3 When

An ILO will be sent when significant or regular information is required from other partners for dealing with the emergency response. Small incidents can sometimes be managed through telephone communication with the relevant commander at the scene (whose details can be obtained through the relevant control rooms or Surry County Council Duty Officer). In any significant emergency, however, and ILO should be sent to silver/ the scene.

5.4 Steps

- Establish a link officer to communicate with the ILO.
- Notify the emergency services at the scene that an ILO is attending.
- Prepare to send them support if they request it.
- Consider who will take over from them, and give them enough notice to get there. Consider sending other ILOs home to rest should they be called upon.
5.5 ILOs

The following people have been nominated as potential ILOs for Guildford Borough Council:

<table>
<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Rob Atkins</td>
</tr>
<tr>
<td>David Robson</td>
</tr>
<tr>
<td>Peter Hurley</td>
</tr>
<tr>
<td>Steve Benbough</td>
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<tr>
<td>Paula Cliff</td>
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</tbody>
</table>

6. Borough Emergency Coordination Centre (BEC)

6.1 What

The BEC is where the Borough’s Silver/ Tactical Control Team may be located.

6.2 Where

Depending on the nature of the incident, the Borough Emergency Centre will be located in either the The Lodge Training Room in Millmead, or the Woking Road Depot. The decision as to which location the BEC will be established in will be made by the BEC Coordinator or Managing Director.

6.3 How

Full information on the BEC is found in Guildford’s BEC Plan.

6.4 Key Actions

- Establish communications with Multi-Agency Silver (via ILO if dispatched, or you may have to contact the emergency services control room directly) and ascertain what requirements there are of the local authority. Prepare to task these down to bronze. Ensure they are logged.
• Consider Borough Gold/Strategic Group requirements.

• Consider other communication links e.g. neighbouring Boroughs, Surrey County Council.

6.5 Issues to Consider

• Are the key service areas represented?
• Is there sufficient support staff?
• Is everything being logged?
• Is somebody ready to take over the current lead? They will need time to be briefed and get up to speed.

7.0 Specific Roles and Responsibilities

The roles and responsibilities of the functional area leads are outlined below. These lists should be used as a guide only and are by no means exhaustive.

Maintenance of logs should be included in each Group and then coordinated by one Group following the incident.

7.1 Borough Emergency Coordinator (Managing Director or nominated Deputy)

<table>
<thead>
<tr>
<th>Lead and coordinate the Borough Council’s response to an incident</th>
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<tbody>
<tr>
<td>Assign the deputy coordinator and other Borough leads</td>
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<tr>
<td>Formalise and maintain liaison with the emergency services and County Emergency Planning Unit</td>
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<tr>
<td>Ensure the BEC is adequately staffed and supplied</td>
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<tr>
<td>Ensure Borough Council employees are notified of the situation and kept abreast of any developments</td>
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</tbody>
</table>
Facilitate strategy meetings

Represent, or arrange for representation, of the Borough Council at Gold command if required

Make available appropriate information to Guildford Members, the public and media

Respond to requests for assistance from other organisations

Maintain or arrange maintenance of an official record of the emergency and the preservation of related papers, logs and documents

### 7.2 Coordinator of the Corporate Cell

Alongside the other Borough Council Coordinators, set the strategy for managing the emergency

Authorise emergency expenditure

Co-ordinate and record all financial transactions related to an emergency

Establish and manage appeal/disaster funds if such funds need to be opened

Identify and send an ILO (Incident Liaison Officer) to the scene of the incident

Establish a public information service and provide for a media centre if required

Arrange for the provision of help lines and extra telephone lines as required

Monitor the media and gather information from all responding organisations to establish a picture of what is happening
Liaise with the Public Relations units of other responding organisations

Ensure Borough Council employees are kept informed via regular situation reports

Provide maps

Delegate and action Officers working within their Group

Liaise closely with the other Group Coordinators

Attend Coordination meetings

Action any tasks arising within their Group’s remit

### 7.3 Coordinator of the Operations Cell

Alongside other Borough Council Coordinators, set the strategy for managing the emergency

Deploy transport and heavy lifting equipment as required

Work closely with representatives from the County Council (Local Transportation Director) and contractors to resolve problems relating the highway and environment

Advise on dangerous buildings and associated structures.

Co-ordinate the employment of civil contractors utilised in the response

Assist with the provision resources for emergency sanitation if required
<table>
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<tr>
<th>Task Description</th>
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<tbody>
<tr>
<td>Assist with implementing measures to deal with all aspects of pollution generated by the emergency</td>
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<tr>
<td>Formalise liaison with the utilities, depending on the nature of the incident</td>
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<tr>
<td>Seek County Council assistance to maintain highways</td>
</tr>
<tr>
<td>Assist the Police in setting up traffic diversions</td>
</tr>
<tr>
<td>Liaise closely with the Environment Agency in the event of any industrial and chemical health risk to the community</td>
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<tr>
<td>Delegate and action Officers working within their Group</td>
</tr>
<tr>
<td>Liaise closely with the other Group Coordinators</td>
</tr>
<tr>
<td>Attend Coordination meetings</td>
</tr>
<tr>
<td>Aid in the provision of radio communications, as required</td>
</tr>
<tr>
<td>Assist in the provision of transport and heavy lifting equipment</td>
</tr>
<tr>
<td>Provide access to Council premises</td>
</tr>
<tr>
<td>Action any tasks arising within their Group’s remit</td>
</tr>
</tbody>
</table>
### 7.4 Coordinator of the Welfare Cell

Alongside other Borough Council Co-ordinators, set the strategy for managing the emergency

Provide temporary accommodation in the form of a rest centre(s) if required and longer term accommodation for those made homeless by the incident

Arrange for the provision of emergency feeding if required

Work closely with Surrey County Council Adults & Community Care Service to ensure the welfare of those affected by the incident is ensured

Work with Surrey County Council Adults & Community Care Service and others around the identification and support of vulnerable people

Work with Surrey County Council Adults & Community Care Service and others around the management of missing people

Seek and co-ordinate the services of the voluntary sector

Delegate and action Officers working within their Group

Liaise closely with the other Group Co-ordinators

Attend Co-ordination meetings

Action any tasks arising within their Group’s remit
8. Evacuations

As a result of the impact of a Major Incident the Police may advise the public to evacuate their homes/work places/schools, or to stay indoors and take shelter. The police will, normally, request evacuation and define the area to be evacuated. The Police will normally request the evacuation of an area in consultation with other responding agencies.

Guildford Borough Council may be called upon to assist the police by providing transport, shelter and accommodation. Guildford Borough Council and the Police will agree on the best centre, depending on the circumstances. Despite the request for evacuation, there may not be the need to establish a Rest Centre. An assessment by a Housing Officer may be appropriate. Members of the public may be able to self evacuate or for a small group it may be more appropriate to arrange Bed and Breakfast/Hotel accommodation.

8.1 Key Considerations

- Is there Borough representation at the Scene? If not, should there be? (See ILO above)
- How many potential evacuees are there?
- Should an assessment by a Housing Officer take place?
- Can these people self evacuate? Should a rest centre be considered?
- Are there any vulnerable people potentially involved?
- If the police are evacuating, do you have the details of where they are taking people?
- Are the police requesting any kind of Emergency Assistance Centre (EAC)?
- If requesting an EAC, what kind? (see following pages)
9. Emergency Assistance Centres (EACs)

Providing shelter is the main responsibility of the Borough Council during a Major Incident. Under the Local Government Act 2000, Local Authorities have a responsibility to ensure the economic, social and environmental well-being of the community that they serve. The 1989 Local Government Housing Act and the 1996 Housing Act place statutory duties on Local Authorities to provide temporary accommodation for residents rendered homeless as a result of an emergency. Under Surrey Local Resilience Forum Emergency Assistance Guidance there are 4 types of assistance centres.

9.1 Rest Centre

A Rest Centre is a building designated or taken over by the Local Authority for the temporary accommodation of evacuees and homeless survivors, with the potential for overnight facilities. It may follow on from a Survivor Reception Centre after this facility has been closed down, or it may take the form of an advice or ‘day’ centre, when an overnight stay is not required. (See Annex 3, page 39).

9.2 Survivor Reception Centre

A secure area set up in the immediate aftermath of an emergency where survivors not requiring acute hospital treatment can be taken for short-term shelter, first aid, interview and documentation. (See Annex 4, page 40)

9.3 Friends and Family Centre

A secure area set aside in the immediate aftermath of a disaster for use and interviewing of family and friends arriving at the scene (or location associated with an incident, such as at an airport or port). (See Annex 5, page 41)
9.4 Humanitarian Assistance Centre

A one-stop-shop for survivors, families, friends and all those impacted by a disaster, through which they can access support, care and advice. (See Annex 6, page 42)

10. Staff Rota

A rota should be drawn up within 12 hours of the incident notification to ensure that an incident response can be sustained, if necessary, for a prolonged period of time both in and out of core working hours. This will mean that some Officers should be sent home to rest to enable them to take over the incident management hours later.

11. Initiation of the Recovery Phase

After the emergency services have left the scene of a major incident, the Borough Council will take the lead role in the rehabilitation and recovery of the community. The transition is likely to be formalised through Gold and communicated to the Managing Director (or Deputy) and may occur within hours, days or weeks of the incident.

The point where the Borough Council takes the lead role is unpredictable and is dependent on the scale and nature of the incident. However, indications from Gold will be needed as early as possible and the Borough’s representative at Gold should report back to the Managing Director (or Deputy) with regular situation reports giving the current status of the emergency in order to allow the Council sufficient time to prepare for this phase.

Once initiated, the Borough Council will lead the Recovery Phase. To ensure there is no duplication of effort, agencies such as utilities, private sector companies (the Council’s contractors) and voluntary organisations will need to be brought together to discuss priorities of action. Although not exhaustive, the Group led by the Managing Director (or his Deputy) may consider the following:

• establishing a multi-agency recovery liaison group
• encouraging community representation
• key priorities for the future
• the composition of the Council’s recovery group.

The role of political leadership in supporting the return to normality is vital and the Leader of the Council is to be involved closely with the process throughout.

The Leader and Mayor will play a key role in rebuilding community confidence, communication, meeting senior government representatives and motivating the community to rebuild. Possible roles for those persons are as follows:

**Leader:**

- briefing from the Managing Director on progression of emergency and making statements to the media
- agreeing key critical actions with the Managing Director

**Mayor:**

- providing a visible link between the Council and those effected
- engendering community spirit
- acting as focus for relief and pivotal figure in initiating any funding appeal

**Lead Members:**

- to be part of core group kept briefed on detail of incident and enabled to communicate the Council’s position in responding
Ward Members:

- in the event of an incident effecting a particular ward or parish to ensure that the local member is brought into the briefing process and to use his/her position as a locally recognised link

12. Standing down staff at the end of an incident/ debrief

It is essential that all staff are formally stood down at the end of the incident and given the opportunity to attend a debrief. This is a structured session that will enable responders to discuss the incident response although the Council’s involvement in the incident is likely to stretch way beyond this point. It is an excellent opportunity to review the existing arrangements within plans and identify ways in which they can be improved upon for the future, as well as marking the close of an incident. The Borough Council should be asked, or must request, to attend any joint agency debriefs taking place within other organisations.

It may be necessary to accompany these discussions with some form of professional welfare support, as some Officers may wish for more in depth discussions following an incident. This can be provided by a range of professionals including Surrey County Council Adults & Community Care Service and Surrey Trauma Support Service.
Annex 2
Logging Tips

Logging tips

There are a number of techniques that can be employed to ensure logging is clear and concise. This may be crucial should the logs be required after the event, especially during a public enquiry. Some of the most important things to remember when making a log are;

3. Use black indelible ink and white paper

4. Note the time. The RRM or Tactical Lead should always get a time check from the lead agency and adjust the clocks accordingly to ensure that the BEC is in tune with other agencies. This is crucial to ensure prompt attendance on any conference calls or should there be a post incident inquiry.

5. Logs should be in a bound, numbered log book or a numbered log form

6. There should be no erasing. If a mistake is made it should be crossed through allowing the original to be seen and then initialed. Similarly, there should be no over-writes.

7. If using a log book, pages should never be torn out, this may indicate that there was information that has been removed or hidden. Similarly log sheets should be whole.

8. Any blank space left at the end of the log should be crossed through. This indicates that that log/section of the log/page is finished and you consider it closed. Leaving blank space may be construed as leaving space to amend the log after the event.

9. Notes should not be made in the margins. It may be construed that these were added after the event.
Annex 3

Emergency Assistance Centres (EACs)

Providing shelter is the main responsibility of Guildford Borough Council during a major incident. There are four different types of Emergency Assistance Centres (EACs) that could potentially be set up, depending on the circumstances of an event. Rest Centres are the most commonly used EACs. Survivor Reception Centres, Family and Friends Reception Centre, and a Humanitarian Assistance Centres (HACs) are also possible, however only one HAC has ever been set up in the UK, after terrorist attacks in central London. The responding agencies will have different roles to play across all potential EACs set up.

For comprehensive guidance and information on EACs, please refer to the Emergency Assistance Centre Plan (located on the Business Continuity page on the Loop).
Annex 4

Location of Rest Centres
Annex 5
Rest Centre Details

Park Barn Centre and Meals on Wheels Day Centre

Address: Park Barn Drive
         Park Barn
         Guildford
         Surrey
         GU2 8EN

Surrey Street Atlas: P113 H3
Telephone: 01483 458055

Hall manned: Monday – Friday
08.30 17.00

Capacity:
Seating: 150
Sleeping: 100
Floor Plan: Available

Facilities available:
Ladies toilet: ✓
Gents toilet: ✓
Disabled toilet: 3 ✓
Staff toilet: ✓

Kitchen: ✓

Washing machine: ✓
Boiling water urn: ✓

Chairs: ✓

Rooms:
Accommodation to provide rooms for:

First Aid: ✓
Rest area: ✓
Baggage: ✓
Children’s play area: ✓
Advice/Info. Desk: ✓
Reception area: ✓
Mothers room: X
Tables: ✓
Cups and saucers: ✓
Cutlery: ✓
Showers or baths: ✓
Telephone point:
  GBC Network
Modem/PC:
  GBC network
Pay phone: ✓
Parking spaces: 38
  No. of fire exits: 9
  Fire extinguishers: ✓
Medical room: ✓
Reception area: ✓
  Mothers room
  X
  Pets area
  X
  Clothing room: ✓
  Staff welfare: ✓
Heating: ✓
  Heating controls:
  Automatic 24 hrs
Lighting:
  Boiler room: ✓
Shawfield Day Centre

Address: Shawfield Road
          Ash
          GU12 6QX

Hall manned: No
Capacity: 70
Seating: 70 at dining tables
Sleeping: Floor space only
Floor Plan: Available

Facilities available:

  Ladies toilet: Yes 1
  Gents toilet: Yes Urinal + 1 cubicle
  Disabled toilet: Yes two separate toilets
  Staff toilet: Yes 2

Rooms:
Accommodation to provide rooms for:

  First Aid: Yes
  Rest area: Dining room could be used
  Baggage: Garage could be utilised
  Children's play area: Small room from dining room

Kitchen: 1 + Small Tea Bar
Washing machine: 2
Boiling water urn: 1
Chairs: 74
Tables: 70
Cups and saucers: 60
Cutlery: Approx 70 of each
Showers or baths: Yes: parker bath

Advice/Info. desk: Foyer
Reception area: Foyer
Mothers room: No
Pets area: Patio!
Clothing room: No
Staff welfare: Staff room

Telephone point: 2
Modem/PC: 1
Pay phone: No
Payphone: No
Lighting: Switches in Admin office

Parking spaces: 20
No. of fire exits: 5
Fire extinguishers: 5

Medical room: Yes 1

Heating: Gas radiators
Heating controls: Times controlled by GBC
Millmead House,
Housing repairs

Boiler room: Located outside behind
Garage and to rear of
kitchen staff room
Annex 6
Opening the BEC

**Location:** Training Room, Millmead House

**Alternative location:** Woking Road Depot

Turn on all PCs to enable access to files and e-mail and locate ‘emergency’ box in training room containing:

- Emergency Plan
- Telephone handsets (8)
- Batteries and chargers
- Surrey A-Z (edition used by Emergency Services)
- Local OS maps
- Logbook pads
- Stationery
- Information cards – laminated

Other equipment required:
- Satellite phone- ICT
- Portable radios (3)- radio room

For full information on opening the Borough Emergency Centre (BEC), please refer to the GBC BEC Plan, located on the Business Continuity page on the Loop).
Incident Liaison Officer (ILO) - Overview of Role

Support to the Emergency Services

In the province of Sunny County, the Incident Liaison Officer (ILO) will assist the provision of local authority and emergency services through the coordination of all agencies within the area, ensuring that plans are effectively implemented during times of crisis.

The ILO will work closely with the Emergency Control Centre (ECC) to ensure that all necessary information is relayed to the appropriate parties. This includes communicating updates and providing feedback on the effectiveness of the emergency response.

Incident Liaison Officer (ILO) - Objectives

To provide the Emergency Control Centre with urgent information for reference or action.

The ILO is responsible for providing accurate and timely information to the ECC. This includes monitoring and reporting on the status of emergency services, as well as coordinating with other agencies to ensure a seamless response.

Incident Liaison Officer (ILO) - Responsibilities

The ILO is responsible for ensuring that all necessary information is relayed to the ECC in a timely and accurate manner. This includes:

- Monitoring the incident and providing updates to the ECC.
- Coordinating with other agencies to ensure a seamless response.
- Reporting on the status of emergency services.
- Providing updates to the ECC throughout the duration of the incident.
Annex 8
Guildford BC- SCC Radio System Operation

Guilford BC -SCC RADIO SYSTEM OPERATION
Operation Instructions- Issue 1

1. Radio system in the old Radio Room

2. Ensure the Power Unit in the right hand corner of the room is plugged in and switched on, (unit with a meter on the front- see picture below)

3. Locate the “D” set radio to the left of the Power Unit-Not the one above in the picture but this one below:

4. Turn on that radio by pressing the POWER button
5. Turn the silver channel selector knob until “2” appears in the lit channel display window.

6. Press the small black buttons labelled 1 and 10 until the number 11 appears in on the other lit display. (Press the 10 then the 1). The display should now be as above.

7. Press the pad on the base of the cream desk microphone to transmit and talk. This provides a link back to SCC in Kingston.
### Annex 9 Phonetic Alphabet

<table>
<thead>
<tr>
<th>Letter</th>
<th>Pronunciation</th>
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<tr>
<td>A</td>
<td>Alpha</td>
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<td>C</td>
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