Introduction

Surrey is a unique and exceptional county. Close to London yet also semi-rural, its residents and businesses enjoy a high quality of life in a place where people want to live, work and invest. Although enjoying a reputation as one of England’s safest counties, Surrey is bordered by two of the world’s busiest international airports, bisected by some of the country’s busiest motorways and has a significant commuter population travelling through it daily by road and rail. The proximity to London and the ports means that together with the transient population moving through the area, the county is exposed to new and developing threats both in terms of major disaster and terrorism.

Addressing the Challenge

The Civil Contingencies Act 2004 brought about significant changes to the way public authorities prepare for emergencies and disasters by placing a statutory duty on many organisations to perform certain functions. The Act defines an emergency as ‘An event or situation which threatens serious damage to human welfare in a place in the UK, the environment of a place in the UK, or war or terrorism which threatens serious damage to the security of the UK.’

The main civil protection duties that fall on Category 1 responders are to:

- Assess the risk of emergencies occurring and use this to inform contingency planning
- Put in place emergency plans
- Put in place Business Continuity Management arrangements
- Put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency
- Share information with other local responders to enhance co-ordination
- Co-operate with other local responders to enhance co-ordination and efficiency; Provide advice and assistance to businesses and voluntary organisations about business continuity management (local authorities only).

For category 2 responders two further duties are prescribed in the regulations, these are co-operation and information sharing.

These cement local-level partnership between Category 1 and Category 2 responders in support of Category 1 bodies in performing all their main duties effectively.

The principal mechanism for multi-agency co-operation under the Act is the Local Resilience Forum (LRF), based on each police area.

The Surrey Local Resilience Forum includes the following members:

- The Chief Constable of Surrey Police
- The Chief Executive of Surrey County Council
- The Chief Fire Officer of Surrey Fire & Rescue Service
- The Director of Strategy, Planning & Partnerships of the South East Coast Ambulance Service NHS Foundation Trust
• The Chief Executive of the Primary Care Trust
• Two District Chief Executives representing Surrey’s 11 districts and boroughs
• An Acute Hospital Chief Executive representing Surrey’s four acute hospitals
• Joint Regional Liaison Officer. (JRLO) representing the armed forces.
• A director from the DCLG (RED)
• The Area Manager, SE West Thames Area, South East Region of the Environment Agency
• A director from the Highways Agency
• A director from the Health Protection Unit (Surrey and Sussex)
• A director from the Surrey and Borders Partnership NHS Foundation Trust.

Surrey Local Resilience Forum thanks the London Emergency Services Liaison Panel for allowing us to use its Major Incident Procedure as a model for our first edition and during the revision of subsequent editions.

First published 1994 as Surrey Major Incident Procedure.


Sixth edition August 2010, amended and published

Seventh edition November 2011, amended and published

Eighth edition June 2012, amended and published
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Appendix A Silver Co-ordinating meeting Agenda template

Appendix B Silver Co-ordinating meeting Minutes template

Appendix C Silver Co-ordinating meeting Actions template

Notes
A glossary is included in Section 14. If you have any questions about this plan you should contact the following organisations:

Surrey Police  
Emergency Planning, 3 The Firs, Surrey Police HQ, Mount Browne, Sandy Lane, Guildford, GU3 1HG  
Telephone: 0845 125 2222  
www.surrey.police.uk

Surrey County Council  
Emergency Management Team  
County Hall, Penrhyn Road, Kingston upon Thames, KT1 2DN  
Telephone: 02085419160  
www.surreycc.gov.uk

Surrey Fire and Rescue Service  
Resilience & Emergency Planning  
Headquarters, Croydon Road, Reigate, RH2 0EJ  
Telephone: 01737 242444  
www.surrey-fire.gov.uk

South East Coast Ambulance Service NHS Foundation Trust  
The Horseshoe, Banstead, SM7 2AS  
Telephone: 01737 353333  
www.secamb.nhs.uk

NHS Surrey  
Cedar Court, Guildford Road, Leatherhead, KT22 9AE  
Telephone: 01372 201700  
www.surreyhealth.nhs.uk

Highways Agency  
Emergency Planning Team  
SERCC  
Fosterdown  
Godstone  
Surrey  
RH9 8BQ  
Tel: 01883 745300 (Control Room)  
Tel: 01883  745346/7 (Emergency Planners)  
www.highways.gov.uk

Environment Agency, South East, West Thames, Howbery Park, Crowmarsh Gifford, Wallingford, Oxon, OX10 8BD  
Telephone: 0845 8503518 (Professional Partner Liaison Hotline)  
www.environment-agency.gov.uk
Health Protection Agency (Surrey and Sussex)
County Hall North, Chart Way, Horsham, West Sussex. RH12 1XA.
Telephone 0845 894 2944. or out of hours 0844 967 0069
www.hpa.org.uk

JRLO (Military)
Sir John Moore Barracks
Shorncliffe
Kent
CT20 3HW
www.mod.uk

Department for Communities & Local Government (DCLG)
Resilience & Emergencies Division (RED)
2 Rivergate
Temple Quay
Bristol BS1 6EH

Tel: 030 344 48026 or 030 344 43497
E-mail: resiliencxxxxxx@xxxxxxxxxxxx.xxx.xxx.xx
## Reviews

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<td>November 2010</td>
<td>Role of DCLG RED re-written, in line with request from Chris Innes, (DCLG RED)</td>
<td>Paul Pearson</td>
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<tr>
<td>June 2012</td>
<td>DCLG Section re-written. Numerous small, detail and typographical changes.</td>
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1 Introduction

1.1 Aim
This plan outlines the arrangements for responding to a Major Incident in Surrey to ensure that a co-ordinated response is provided from all agencies involved.

1.2 Objectives
• The objectives of this plan are to:
• Act as a single reference document for all agencies involved and provide a single co-ordinated response to a Major Incident
• Define a Major Incident, how it is declared and notified
• Define the main functions of the services involved
• Describe the actions of the first officers at the scene
• Outline the management structures during a Major Incident
• Describe the agreed procedures and arrangements for effectively co-ordinating the response
• Define what casualties are and how they will be cared for
• Provide relevant information to the public.

1.3 General
This plan is based on the Civil Contingencies Act 2004 and associated guidance documents. The procedures adopted by each of the category one responders in response to a Major Incident are understandably devoted to the role of the service concerned. The purpose of this document is to describe the agreed procedures and arrangements for the effective co-ordination of their joint efforts. In this way the overall response of the emergency services will be greater than the sum of their individual efforts.

This plan provides summaries of the responses and responsibilities of each of the responders at a Major Incident, as well as an outline of the support roles offered by local authorities. This plan aims to aid better understanding to the individual specialists involved in working with each other in a co-ordinated way.

There are many serious and protracted incidents that do not meet the criteria for a Major Incident but which would nonetheless warrant a co-ordinated effort from the services involved. The impact of these events often necessitate the implementation of special arrangements and clear benefits have been achieved from using the relevant aspects from this plan, thus maintaining the continuity of the co-ordinated approach these procedures provide.

While this plan has been prepared for the information and guidance of the emergency services and local authorities, it may be used by any other responsible organisation responding to a Major Incident. It must be remembered that the procedures within this plan are generally related to activities at, or ancillary to, the scene of the incident, and that have a bearing on a number of the agencies involved. Detailed descriptions of single service functions are not included.

Surrey’s Local Resilience Forum recognises that every Major Incident is different and has its own unique features. Specific plans are in place for many of these incidents. The advice contained within this Plan should be regarded as guidance only. It is designed to offer a framework within which those responsible for the successful resolution of the incident are able to work together with maximum efficiency.

The SMIP enables us to react proactively and in partnership to major and rising tide type incidents.
2.0 Definitions

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 in 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.
- An event or situation must also pose a considerable test for an organisation’s ability to perform its functions and require the implementation of special arrangements by one or more Category 1 responder.
- An event or situation threatens damage to human welfare only if it involves causes or may cause:-
  - Loss of human life
  - Human illness or injury
  - Homelessness
  - Damage to property
  - Disruption of the supply of money, food, water, energy or fuel
  - Disruption of a communication system
  - Disruption of transport facilities
  - Disruption of health services.

An event or situation threatens damage to the environment only if it involves causes or may cause:-

  - Contamination of land, water or air by biological, chemical or radio-active matter
  - Disruption or destruction of plant life or animal life.

In Surrey, the definition above has historically been referred to as a Major Incident. A Minister of the Crown may order that a specified event or situation is to be treated as an Emergency as per part 2 of the Civil Contingencies Act which allows for exceptional measures to be implemented by the Government. A situation of this type is outside the scope of this plan.

2.1 Critical Incident

A number of specific organisations have adopted the term ‘Critical Incident’ for use in their day-to-day operations. The term is not defined within the Civil Contingencies Act and consequently, in order to avoid confusion, it should not be used in the context of a Major Incident as defined in this document.
2.2 Rising Tide Incidents

A ‘rising tide’ incident develops from a ‘steady state’ or ‘business as usual’, to become an Emergency or Major Incident over a more prolonged period. Examples of this type of incident include severe weather events or disease epidemics. The point at which a rising tide event becomes a Major Incident cannot be specifically defined and will depend on the circumstances of each case.

2.3 Declaring a Major Incident

An officer of any rank from one of the category one responders can declare a Major Incident if they consider the criteria in paragraph 2.1 has been met. It may be that what is considered a Major Incident by one of the category one responders may not be so to another. Despite this, each of the category one responders will attend with an appropriate response, as outlined in their own organisation’s Major Incident procedure manuals. This will apply even if they are likely to be employed in a standby capacity and will not be directly involved in the incident.

2.4 Notification

When a Major Incident is declared, the declaring agency will immediately let all its professional partners know so they can begin their own emergency response procedures. This is particularly important to enable non-blue light agencies to initiate call-out procedures and place their own staff, voluntary organisations and utilities on standby to provide support to the emergency services when necessary.
2.5 Information Cascade

Lines of communication work in both directions if necessary. *DCLG RED are involved in most but not necessarily all incidents.

2.6 Stages

Most Major Incidents can be considered to have four stages:

- Initial response
- Consolidation
- Recovery
- Restoration of normality.

An investigation into the cause of the incident, together with the attendant hearings, may be superimposed onto the whole structure. The workloads and responsibilities of each of the partner organisations during a Major Incident may increase or reduce as time passes.

The diagram below shows the shifting levels of responsibility.
3.0 Main functions of the emergency services and other agencies

3.1 General

Rescue will most frequently be the prime function required of all the emergency services. Prime responsibility for the rescue of survivors lies with Surrey Fire and Rescue Service. The care and transportation of casualties to hospital is the responsibility of the South East Coast Ambulance Service. Police will ease these operations by co-ordinating the emergency services, local authorities and other agencies.

3.2 Police

The primary areas of Police Service responsibility are:
- The saving of life together with the other emergency services
- The co-ordination of the emergency services, local authorities and other organisations acting in support at the scene of the incident
- To secure, protect and preserve the scene and to control sightseers and traffic through the use of cordons
- Investigation of the incident and obtaining and securing evidence in conjunction with other investigative bodies as applicable
- The collection and distribution of casualty information
- Identification of the dead on behalf of Her Majesty’s (HM) Coroner
- The prevention and detection of crime
- Family liaison
- Short-term measures to restore normality after all necessary actions have been taken.

3.3 Fire and Rescue Service

The primary areas of Fire and Rescue Service responsibility are:
- Life-saving through search and rescue
- Fire-fighting and fire prevention
- Rendering humanitarian services
- Detection, identification, monitoring and management of hazardous materials and protecting the environment
- Provision of qualified scientific advice in relation to HazMat incidents via their scientific advisors;
- Salvage and damage control;
- Safety management within the inner cordon

3.4 Ambulance Service

The primary areas of Ambulance Service responsibility are:
- Save lives by working alongside other emergency services
- Alert the other emergency services and local authorities
- Provide a focal point for all NHS and medical resources
- Decontamination of casualties
- Identify and alert the appropriate receiving hospitals
• Set up a casualty clearing station
• Prioritise casualties so their injuries can be treated
• Prioritise which casualties must be evacuated using appropriate transport

3.5 Receiving hospitals

The primary responsibilities of Receiving Hospitals are:
• Provide and control a clinical response for managing a large number of casualties
• Maintain hospital services so patients can be cared for in a routine way
• Manage communications, the media, relatives, friends, general enquiries and VIP visits
• Liaise with the emergency services, other receiving hospitals, supporting hospitals and other agencies
• Keep records of casualties by working with the Police.

3.6 Local authorities

The primary responsibilities of local authorities are:
• Support the emergency services
• Help those in distress
• Co-ordinate the activities of the various departments and other agencies
• Release information that has been agreed by the Police to the media and give advice to the public
• Keep local authority services going in as normal a way as possible
• Rehabilitating the community.

At some point during the response, the lead role will pass from the emergency services to the Lead Local Authority. This reflects the move from the consolidation phase to the recovery phase. The Strategic Co-ordinating Group will decide when this will happen.

Immediately after a Major Incident, the local authorities will provide support to the emergency services and continue normal support and care for the local and wider community. Local authorities will provide resources to help deal with and reduce the effects of the incident and co-ordinate the response by organisations other than the emergency services. As the incident progresses and the focus of the responders’ moves from response to recovery the leadership of the incident will move from the Police to the Lead Local Authority, subject to the agreement of the Strategic Co-ordinating Group. The initial contact for the local authorities is made through the County Council Duty Contingency Planning Officer. Local authorities take time to mobilise and therefore early notification is required. Ongoing liaison with local authorities will be necessary as the incident progresses. Local authorities involved may send Incident Liaison Officers (ILOs) to the Tactical Coordinating Group to assist with mobilisation and support.

3.7 Lead Local Authority

The response to a Major Incident may involve more than one local authority. The chief executives from the affected authorities will need to agree on which one will become the Lead
Local Authority. If a Major Incident is confined to just one Borough or District, it is likely that that Borough or District will take on the role of Lead Local Authority, with support from surrounding Boroughs or Districts and the County Council. In incidents where two or more Boroughs or Districts are affected, or for cross-border incidents with the response largely within Surrey, the County Council will take the lead supported by Borough or Districts.

When a Major Incident is declared, the affected local authorities will open an Emergency Control Centre from where they will direct their response to the incident. The Emergency Control Centre will be at the authority’s main offices or, if more appropriate, at another location.

The affected local authority will assign an Incident Liaison Officer to the Incident Control Point to liaise with the emergency services. Support may be available from Surrey County Council’s Emergency Management Unit.

Support services. The initial contact for the local authorities is through the County Council Duty Emergency Management Officer. Local authorities take time to mobilise and therefore early notification is required. Constant liaison with local authorities will be necessary as the incident progresses.

Following is an outline of some of the main services available. If they are needed during a Major Incident, the lead Incident Liaison Officer will direct any requests for them to their Emergency Centre to be dealt with or passed on to the relevant local authority.

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<th>Surrey County Council</th>
<th>District/Borough Council</th>
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<td>Advice on food and preventing disease.</td>
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<td>Closing footpaths and open spaces</td>
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<tr>
<td>Communications equipment (via RAYNET)</td>
<td>Liaison with the emergency services</td>
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<td>Liaison with the emergency services</td>
<td>Setting up an Emergency Control Centre</td>
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<tr>
<td>Setting up a temporary mortuary</td>
<td>Equipment, for example, heavy lifting (via contractors)</td>
</tr>
<tr>
<td>Setting up an Emergency Control Centre</td>
<td>Media management (along with the emergency services)</td>
</tr>
<tr>
<td>Equipment, for example, heavy lifting (via contractors)</td>
<td>Providing sandbags</td>
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<tr>
<td>Media management (along with the emergency services)</td>
<td>Public information</td>
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<tr>
<td>May take action to protect property from flooding by water from the highway where there is a failure of the highway drainage system</td>
<td>Repairs, demolition, clearance</td>
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<tr>
<td>Public information</td>
<td>Transport</td>
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<tr>
<td>Repairs, demolition, clearance</td>
<td>Waste collection</td>
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<td>Transport</td>
<td>Emergency feeding for those affected</td>
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<td>Waste disposal</td>
<td>Advice on structural conditions</td>
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<td>Welfare and trauma support</td>
<td>Friends’ and relatives’ reception centres</td>
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<tr>
<td>Forestry</td>
<td>Rest centres</td>
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<tr>
<td>Liaison with government departments, other local authorities, voluntary groups, utilities and other organisations</td>
<td>Survivor reception centres</td>
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<tr>
<td>Managing traffic (road closures and transport)</td>
<td>Temporary accommodation and rest</td>
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3.8 The Highways Agency

The Highways Agency has responsibility to maintain the Strategic Road Network. This responsibility includes:

- Maintaining and repairing the infrastructure of the Strategic Road Network (SRN).
- Managing the traffic flow consequences of incidents beyond the immediate incident cordon and planning network restoration across the entire incident scene.
- Setting Motorway Variable Message Signs (VMS) to warn and inform road users of incidents and to effect carriageway diversions in the immediate approach to incidents. The South East Regional Control Centre (SERCC) at Godstone will set regional signs and will liaise with the National Traffic Control Centre regarding the setting of strategic signs to warn road users in other regions.
- Providing travel and traffic information to the public.
- Liaison with the Lead Emergency Service to assist with the production of a coordinated message to the media.

3.9 The Coroner

The Police will liaise with the Coroner and decide if it is necessary for the Coroner or Coroner’s Officers to visit the scene of the incident. In any case, any bodies or parts of bodies will need to be photographed or videoed before they are moved (if possible) and consultation with the police should be sought.

The Coroner will liaise with the Police Senior Identification Manager, Senior Supervising Pathologist and Surrey County Council to decide if a temporary mortuary is needed. The Coroner will also liaise with the receiving hospitals and, if necessary, with Coroners of the areas in which the receiving hospitals are based, to ensure that any casualties from the incident who die (either in hospital or while being moved) are moved to the Temporary Mortuary.

The Coroner, Senior Identification Manager and Senior Supervising Pathologist will form the Identification Commission and decide on the criteria to be used for identifying those who have died.

3.10 NHS Surrey (PCT)

NHS Surrey plans, buys and monitors health services from hospitals, community and mental health services, ambulance services and primary care (which is general practice, dental, pharmacy and optometry services). NHS Surrey also performance manages all Surrey NHS health organisations on their emergency preparedness:

In an incident involving more than one health organisation (such as community services or hospitals), NHS Surrey takes strategic command of the NHS resources across Surrey, in liaison
with their executive leads. NHS Surrey therefore represents all health organisations at the Strategic Co-ordinating Group (Gold).

NHS Surrey, as a primary care organisation, also mobilises its own organisation’s resources during an incident as required, such as GPs and Community Pharmacists. In the event of a Rest Centre operation requiring emergency medication assistance and health input, NHS Surrey co-ordinates this with the community services and general practice.

**3.11 Sussex and Surrey Health Protection Unit (HPU)**

The HPU provides expert advice in the event of emergencies resulting from outbreaks of disease, or from radiological or chemical causes, or in the event of other incidents having the potential to cause large scale disruption to communities.

The HPU provides access to the range of services provided by the Health Protection Agency which include specialist services on infectious diseases, chemical hazards and poisons, radiation and radiological protection and on emergency response and preparedness.

The HPU makes health protection advice available to the NHS, the statutory agencies and directly to the public. It provides a central source of authoritative scientific/medical information and other specialist advice on both the planning and operational responses to emergencies. This includes the provision of authoritative information about health protection measures in order to reduce public anxiety. The HPU works closely with the local NHS services.

**3.12 The Scientific and Technical Advisory Cell (STAC)**

A Scientific and Technical Advice Cell (STAC) will normally be established for any major emergency that may present significant wider environmental or health consequences. A STAC would be activated by the Police Commander or a Director of Public Health from the NHS or the Health Protection Agency (HPA).

The STAC will support the Strategic Co-ordinating Group. Its main purposes are to:

- Provide a common source of science and technical advice to the SCG
- Monitor and corral the responding science and technical community to aid delivery of the SCG’s high-level objectives and immediate priorities
- Agree any divergence from agreed arrangements for providing science and technical input
- Pool available information and arrive, as far as possible, at a common view on the scientific and technical merits of different courses of action
- Liaise between agencies represented in the cell and their national advisors to ensure consistent advice is presented locally and nationally
- Maintain a written record of decisions made and the reasons for those decisions.

The STAC will normally be located in the Strategic Co-ordinating Centre.
3.13 Voluntary Organisations and Volunteers

There are a large number of voluntary groups that can help respond to a Major Incident and which the local authorities will contact, through Surrey County Council’s Emergency Management Unit, to request appropriate support and liaise directly with requesting agencies. However, the Ambulance Service will contact the St. John Ambulance and British Red Cross if extra ambulance resources are required. The Ambulance Service will also contact doctors from the British Association for Immediate Care (BASICS) to provide skilled medical support at the scene.

People who do not belong to voluntary organisations will also want to help and will offer their services. The discretionary local use of non-agency volunteers will be a matter for the Telecoms Communications Group (TCG) to consider if appropriate.

Section 13 lists the main voluntary organisations and describes the type of appropriate support they can provide.

3.14 Armed forces

Through a system called Military Aid to the Civil Authority (MACA), the armed forces can help in an emergency if there is for example (but not limited to) danger to human life or a breakdown in services vital to the welfare of the community. The Police or County Council will only request military help in line with MACA procedures. Within Surrey, the JRLO will take the lead for the three services - Army, Navy and RAF.

Self-sufficient organised teams of military personnel can be tasked to:
- Search ground
- Provide transport
- Carry stretchers
- Fill and place sandbags
- Evacuate people
- Cordon off areas
- Search and rescue
- Recover an aircraft after a crash
- Bomb disposal.

3.15 Utility Companies

Utility companies (gas, water, electricity and phone) will play a central role in responding to a Major Incident, particularly during the recovery phase. Very early in the incident they may also have to make working areas safe. Utilities will also work with category one responders to ensure that the needs of vulnerable people are met.

3.16 Environment Agency

Main priorities at incidents are to:
• Prevent or minimise the impact of the incident;
• Investigate the cause of the incident and consider enforcement action; and
• Seek remediation, clean-up or restoration of the environment.

Role at an incident depends on the nature of the event:
• In a flood event, will focus on operational issues such as issuing flood warnings and operating our flood defence assets to protect communities at risk.
• In a pollution incident, will seek to prevent, control and monitor the input of pollutants to the environment.
• In other emergencies (such as animal disease outbreaks), the principal role is to provide advice and support on waste management issues, and regulate disposal facilities that we permit.

During wide area events, such as the fuel crisis, Foot and Mouth outbreaks and the Fire Service strike, the Environment Agency’s responsibilities are to:

• Support the lead government department in England and Wales and contribute to the multi-agency command and control posts invoked to manage the event.
• Undertake our general duty to protect the environment, and in particular develop a strategy to manage the crisis within the Environment Agency.
• Provide resources wherever possible that do not compromise our own regulatory responsibilities.
• Provide advice and guidance on waste management issues.
• Provide advice and guidance on protection of controlled waters.

3.17 The Role of DCLG RED in an Emergency

In the event of an emergency, DCLG will immediately take steps to ensure that they can provide support to the local emergency response, where necessary and as appropriate. This could involve any, or all, of the actions below, depending upon the nature of the incident:

i. establishing whether SCGs have been set up, or are on standby, then maintaining immediate lines of communication with them, including identifying whether there are likely to be issues arising or capability gaps emerging which may require central government support or input;

ii. deploying a Government Liaison Officer (GLO) once an SCG has been established, unless alternative arrangements have been agreed. Depending on the nature of the incident, support to the GLO would also be provided by RED, to form a DCLG RED Government Liaison Team (GLT). In the event of a terrorist emergency, Home Office will deploy a GLT and RED will deploy a Consequence Management Liaison Officer (CMLO) as part of that GLT;

iii. ensuring a Strategic Local Recognised Information Picture (or other incident specific, nationally agreed, reporting template) is developed and maintained for each SCG; established in order to support local response efforts and to contribute to the national appreciation of the situation;
iv. where appropriate, developing and maintaining a multi-SCG Strategic Recognised Information Picture (or other incident specific, nationally agreed, reporting template) where an incident affects a number of LRF / SCG areas, or has the potential to do so, to add value to the local and/or national response;

v. establishing and maintaining immediate lines of communication with the LGD and the Cabinet Office. As part of this process, agreeing the level and frequency of ongoing reporting requirements including providing the local or Multi-SCG Strategic Recognised Information Picture (to be agreed on a case by case basis with the LGD and the Cabinet Office in situations where COBR is activated) to feed into the national picture co-ordinated by COBR or the LGD as appropriate;

vi. activating an Operations Centre(s) (OpC), if required, in order to provide a focal point for the collection and collation of information on the situation, a point of contact for local responders, and to engage as necessary other bodies to provide the local or multi-SCG picture to local responders and government as necessary;

vii. working with partners to identify priorities and providing advice to COBR and LGDs to support national discussions on the deployment of scarce resources across the affected area;

viii. facilitating mutual aid arrangements between LRFs;

ix. assisting local responders deliver a co-ordinated and coherent public message through sharing Government’s lines to take;

x. be ready on request to provide information to local MPs in affected constituencies;

xi. whilst the SCG is still standing, provide incident situation reports and advice to brief the LGD organising Ministerial or VIP visits in consultation with local partners; and

xii. enabling the transition from response to recovery by ensuring an effective handover from DCLG RED GLOs to LGD officials taking up responsibility for supporting local responders and any Recovery Co-ordinating Group (RCG).

Using DCLG RED as the main point of contact reduces the risk of duplicated requests from different central government departments, thereby minimising the burden on local responders. Where required by the scale or duration of the emergency, DCLG RED will draw on staff and expertise from across DCLG and other Government departments.
3.18 DCLG RED Incident Information Flows

The diagram illustrates the information flow between different entities involved in emergency management. The flow is as follows:

- **Lead Government Department (LGD)**
- **COBR Situation Cell**
- **Other Government Departments (OGDs)**
- **DCLG RED Operations Centre**
- **Government Liaison Team**
- **Strategic Co-ordinating Group (SCG)**

- **National SitRep**
- **SitRep sent to Operations Centre for incidents involving several SCGs**
- **SitRep direct to LGD and CCS for incidents involving a single SCG**
- **Bring together appropriate representatives from local SCGs to provide co-ordination or enhanced support at a cross-SCG level**

3.19 The role of the GLO at a SCG

The GLO will:

- Support the local and national emergency management arrangements before, during and after an emergency by providing a Government presence at the local level;
- Act as a single point of contact through which communications to and from central government flow;
- Report back to central government on activities and questions from the SCG;
- Lead the GLT.
4.0 Actions by first officers at the scene

4.1 General

The first officer at the scene must update their control room immediately with as much information as possible, so the control room can pass relevant information to the other emergency services. It is also vital that joint control between the emergency services is set up at the scene as soon as possible.

The mnemonic ‘SAD CHALET’ is used to help the officer remember critical information to give their control room without delay.

- Survey
- Assess
- Disseminate
- Casualties  The approximate number of casualties
- Hazards: Any danger which is present or potential
- Access: The best access and exit routes for emergency vehicles including suitable rendezvous points
- Location: The exact location of the incident, using map references if possible
- Emergency: The emergency services already present and those which are needed
- Type: The type of incident with brief details of types and numbers of vehicles, buildings, aircraft, trains and other relevant information

Although providing the same information as SAD CHALET, the Health Services have adopted the METHANE mnemonic for their purposes

- M  Major Incident declared (or hospitals to standby)
- E  Exact location of the incident, with map references if possible
- T  The type of incident with brief details of types and numbers of vehicles, trains, buildings, aircraft etc.
- H  Hazards, present and potential
- A  Access routes and suitable provisional rendezvous points (RVPs)
- N  Approximate numbers of priority 1, 2 and 3 patients, dead and injured
- E  Emergency services present and required including local authorities

If the incident meets the definition in section 2.1, the officer must declare a Major Incident.

The officer must then set up a Forward Control Point as soon as possible.

If vehicles are brought to the scene of a Major Incident and left unattended, the driver should leave the keys inside so that it can be easily moved should it later cause an obstruction.
4.2 Police

The first police officer to arrive at the scene must take charge of police resources (officers, equipment and etc) and ensure that the other emergency services are informed if they are not already at the scene.

The first officer at the scene must co-ordinate the response of the police, other emergency services and local authorities until an officer of more senior rank takes over. They must also keep a written log and maintain radio contact with their control room.

The officer must give priority as soon as possible to identifying and putting in place access and exit routes so vehicles can travel to and from the scene, and to avoiding traffic congestion within the cordoned area. Thought should also be given to the establishment of a Forward Control Point (FCP), Rendezvous Point (RVP), cordons and an Incident Control Point (ICP).

The priority is to assess and inform – and not to become personally involved in treating casualties or carrying out rescue work.

4.3 Fire and Rescue Service

The initial Incident Commander will:

- Carry out a ‘dynamic risk assessment’ of the scene, including use of mobile risk information
- Put the correct level of the incident command system into practice
- Liaise with other emergency services
- Form a plan of action to deal with the situation
- Decide on appropriate additional resources that might be needed
- Take effective command and issue instructions to carry out the plan of action
- Maintain operational control of the fire-fighting and rescue operations within the Inner Cordon
- Evaluate the situation and any potential for development, preparing to brief a more senior officer on the incident and the police or ambulance officers at the scene
- Identify the Inner Cordon and record details of those entering and leaving. The Police may enforce the cordon boundary.

4.4 Ambulance Service

CSCATTT Approach to Ambulance Service Responsibilities

The generic responsibilities of the ambulance service are set out below using the function headings of Command, Safety, Control, Assessment, Triage, Treatment and Transport (CSCATTT).

Command

- Instigate a command and control structure to include strategic, tactical and operational commanders to provide management of resources, co-ordination of the NHS responses and liaison with other services
• Inform and call on the expertise of the on-call tactical advisor for advice on incident response

• Establish the Major Incident Footprint and populate with the appropriate personnel as described in Keys Task 2, 3 and 4 of the Major Incident Plan (Page 9-13)

• Ensure capacity (number of resources) and capability (correct type of resources) is available to deal with the scale and complexity of the event

• Maintain adequate emergency cover throughout other parts of the Ambulance Service area (responsibility of Gold or nominated representative)

• Ensure that final patient destinations and numbers are communicated to receiving hospital(s) along with the stand-down message

• Ensure a swift return to normality for the Trust (responsibility of Gold or nominated representative)

• Provide post incident welfare and debriefing for all SECAmb staff involved in the incident ensuring partner agencies are engaged in debriefing where appropriate

Safety
• Protect the health, safety and welfare of all health service personnel onsite and allocate a safety officer to take responsibility for this function

• Ensure Personal Protective Equipment (PPE) and training has been provided to other NHS staff in line with health and safety responsibilities and existing contracts

Communications
• Co-ordinate the NHS communications on site by providing on-site communications facilities and communications officer(s)

• Alert the main receiving hospitals for the receipt of the injured

• Alert other partners

• Co-ordinate the work of the Voluntary Aid Societies enabling them to provide services appropriate to the incident

• Provide nominated members of staff to communicate with receiving hospitals (Hospital Ambulance Liaison Officer & Hospital Ambulance Liaison Control Officer)

• Ensure that a log of all actions and communications is kept

• Provide warning and informing to the public in conjunction with partner agencies

Assessment
• Carry out a health service assessment for the incident to include a regular METHANE report and ensure this is communicated to health service partners

• Determine the need for additional specialist resources (further details on specialist resources available can be obtained from the Tactical Advisor or Section 8 of this document)

Triage
• Instigate the use of a reconsider triage sieve and triage sort on all patients prior to evacuation from scene
Treatment
- Treat casualties using the below methods, personnel and equipment as necessary
- Arrange and maintain optimum ambulance service personnel on scene
- Appoint a Medical Incident Officer
- Ensure equipment including Major Incident Vehicles, National Capability Mass Casualty Equipment Vehicles (NCMCEV) and Emergency Dressing Packs are utilised as appropriate to the incident
- Instigate use of casualty clearing stations when required
- Provide clinical decontamination of casualties and support mass decontamination
- Provide as necessary, medical support to rest centres
- Assist Police colleagues with Recognition of Life Extinct (ROLE) as appropriate

Transportation
- Arrange and maintain appropriate means of transporting the injured to receiving hospitals including helicopter where available
- Determine the priorities for the evacuation of casualties, ensuring even and simultaneous dispatch to the receiving hospital(s)

Ensure that transport is provided to bring staff and equipment to scene including, but not limited to, clinical equipment and MERIT
5.0 Scene Management

The diagram below shows the organisation at the scene of a single point Major Incident.

5.1 Managing the scene

Key:

- RVP: Rendezvous Point
- ICP: Incident Control Point
- FCP: Forward Control Point
- ACP: Access Control Point
5.2 Forward Control Point (FCP)

The Forward Control Point is the point nearest the scene of the incident and is responsible for immediate deployment and security of the scene.

The first officers on the scene will set up a Forward Control Point as soon as possible to provide joint control between the emergency services and begin a co-ordinated response to the incident. Officers from the emergency services working within the Inner Cordon will report back to the Forward Control Point.

At first it may appear to the emergency services that they are responding to separate incidents if there is more than one scene. It is likely that there will be a number of forward control points but it will soon become clear that these scenes are connected. Existing forward control points will remain as operational command points. The incident officers will set up a single Incident Control Point that will command all of the forward control points.

5.3 Incident Control Point (ICP)

The Incident Control Point is the point from which the tactical management of the incident response is controlled and co-ordinated. It is the central point of contact for all specialist and emergency services on the site. Tactical Command (Silver) will be located at or near the Incident Control Point.

It is vital that the Police, Fire and Ambulance Service commanders (the Tactical Co-ordinating Group) meet as soon as possible to decide on their immediate response to the Major Incident. The Police, Fire and Ambulance Service command units will form the focus from which the Major Incident will be managed. These command units, together with the local authority and utility company command units will be located close to one another and form the Incident Control Point. Consideration may be given to locating the ICP in a nearby building if this is more convenient.

The Tactical Co-ordinating Group must meet regularly to develop their response in line with strategies set by the Strategic Co-ordinating Group. The Police are responsible for locating where the Incident Control Point will be and this must be done in conjunction with the other responding agencies.

The site should:

- Have enough space to accommodate all anticipated agency command units
- Be away from the dangers of the scene but close enough to maintain control over it
- Be able to move quickly if the dangers increase
- Have good access and good lighting, toilets and phone facilities
- Be secure, and have good communication networks to the scene.

Convenient access must be secondary to safety. The Fire and Rescue Service will advise the Tactical Co-ordinating Group on safety matters as to where the Incident Control Point is established, particularly in incidents involving hazardous materials.
If another service is first on the scene, the officer in charge of that service's command unit should make allowance for this when parking the other emergency services' and local authority command units.

The Police will set up an inter-agency communication link between command units. Although command units should be close enough to make sure they can liaise and co-ordinate effectively, it should not be too close as to affect good radio communications.

### 5.4 Transferring command

All Incident Officers must be informed of any transfer of tactical command (Silver) within any of the responding organisations.

### 5.5 Cordons

Cordons are established around the scene to:
- Guard the scene
- Protect the public
- Control sightseers
- Prevent unauthorised interference with the investigation
- Facilitate the operations of the emergency services and other agencies.

It should be noted that unauthorised access to the site of a Major Incident could jeopardise both the rescue and investigation. Access through the outer and inner cordons will only be made via access control points. Access permission into the scene will be via the ICP and through the scene access control point.

Three cordons will be established by the police, in consultation with other agencies:
- Inner cordon – provides immediate security of the hazard area and potential crime scene
- Outer cordon – seals off an extensive area around the inner cordon
- Traffic cordon – set up at or beyond the outer cordon to prevent unauthorised vehicle access to the area surrounding the scene.

In terrorist or suspected terrorist incidents it is a criminal offence to contravene a prohibition or restriction imposed under the Terrorism Act 2000. This includes the crossing of a police cordon.

For all known or suspected terrorist incidents all personnel should be aware of the possibility of secondary devices. Police are responsible for checking rendezvous points (RVPs), marshalling areas, ICP and cordon points for suspicious objects.

### 5.6 Inner Cordon

Police will control all access to and egress from the inner cordon through a Scene Access Control Point. The Fire and Rescue Service is responsible for the safety management of all
personnel within the inner cordon. At terrorist incidents, the Counter Terrorism Command scene manager must also be consulted on safety issues.

When cordons are set, persons who do not have a role, or who are not adequately protected, will be directed to leave the cordon. Fire and Rescue Service personnel will brief all personnel entering the Inner Cordon on safety arrangements and appropriate personal protective equipment, including appropriate organisational identification. A log of personnel entering and leaving the Inner Cordon will be maintained. Three logists are the recommended starting point for a major incident. Ideally these will be provided by all three blue light services.

The police and ambulance service, working in conjunction with the fire and rescue service, will also log and verify their own service personnel entering the inner cordon. In addition, the police will log representatives from the utilities and other investigators. All personnel working in the Inner Cordon should be aware of the emergency evacuation signal (repeated short blasts on a whistle) and any associated muster point(s). Fire and Rescue Service personnel will monitor safety conditions within the Inner Cordon and can initiate the evacuation signal and nominate muster points. Other responders and supporting agency personnel providing assistance in the inner cordon will be directed to the appropriate command vehicle prior to going to the inner cordon.

5.7 Outer cordon

Police will control all access and exit points to the outer cordon. Other responders and supporting agency personnel requiring access through the outer cordon will be verified and logged at the Access Control Point(s) (see below) prior to entering the outer cordon. It does not give access to the inner cordon. The command/control vehicles of the emergency services should be positioned between the inner and outer cordons as should the RVP and marshalling area (see scene management diagram at section 5.0).

5.8 Traffic cordon

The traffic cordon is established to restrict vehicle access to the area surrounding the scene. Immediate action must be taken to ensure the free passage of emergency traffic to and from the scene of the incident and to prevent congestion at and around the scene. All emergency, specialist and voluntary services attending the scene will be directed as follows:

- Emergency services to the RVP initially
- Specialist and voluntary services to the RVP prior to direction to the scene.
- The traffic cordon will be established in liaison with the highways authority/agency to ensure that the diversion routes can be established to prevent congestion.

5.9 Access Control Point (ACP)

Organisations other than the emergency services will also need to get to the scene. The co-ordinating groups should ensure that police controlling the traffic and outer cordons know the details of these organisations. Access Control Points may need to be set up, ideally on the Inner
Cordon. These should be clearly identifiable to those who want to enter the Outer Cordon and should be under the command of a police officer (Bronze Cordons). This would involve:

- Manage the cordon and control access
- Checking the identity of everyone who requests access

5.10 Rendezvous point (RVP)

A rendezvous point is a point to which, in the first instance, all emergency and specialist services must be directed prior to deployment to the scene of operations or to a designated marshalling area. This will normally be established within the traffic cordon and will be under the control of a Police Officer wearing the appropriate reflective tabard compliant with ACPO EP guidance. This officer will advise the appropriate service command vehicle of the resources arriving. Those not immediately required will be directed to the marshalling area. On arrival all vehicles should turn off blue lights unless they are a designated control vehicle.

5.11 Marshalling area

A marshalling area, controlled by police wearing appropriate reflective tabards and with assistance from the fire service, should be established between the Traffic cordon and the scene. The actual location will be agreed after consultation between the police and fire ‘Silvers’. The Ambulance Service is not usually included within a marshalling area as ambulance resources arrive and depart via ambulance parking and loading areas. The marshalling area is for resources not immediately required at the scene, or those which have served their purpose or are being held for future use. It should, therefore, be an area suitable for accommodating large numbers of vehicles.

A Strategic Holding Area may also be used as a briefing/debriefing venue and recuperation space for personnel involved in arduous work at the scene. As the event is scaled down, the utilities and other contractors may need to maintain the marshalling area for the duration of the recovery phase.

5.12 Multi-Agency Marshalling Area

Where the size and nature of an incident is far greater than a conventional Major Incident, a multi-agency marshalling area may be required to accommodate the significant level of resources and logistical support required to sustain the operation. This may include feeding, rest and recuperation, first aid, occupational health, equipment storage and service. Multi-agency marshalling areas will only be established following consultation between Emergency Service ‘Golds’.

5.13 Strategic Holding Area

The nature and duration of an incident may also require the establishment of a holding area to reserve additional resources (primarily emergency services) prior to deployment directly to the scene of operations, to designated marshalling areas, or to support service provision to areas
not directly effected by the incident. A multi-agency holding area should be suitable for accommodating large numbers of vehicles and should provide additional facilities including feeding/welfare, co-ordination, administration and briefing. Multi-agency holding area will only be established following consultation between Emergency Service ‘Golds’.

5.14 Logistical support

The level of response to a Major Incident will be dependent on the nature, size and potential duration of the incident. Allocation and commitment of resources from responding agencies will therefore be scalable, depending on requirements. As such, arrangements for logistical support and resources management will vary accordingly. While it is recognised that the location of initial RVPs and marshalling areas will be agreed following consultation between police and fire ‘Silvers’, the location of multi-agency marshalling areas and multi-agency holding areas (as defined above) will only be determined following consultation between police and fire ‘Golds’.

5.15 Equipment points

The Tactical Co-ordinating Group will agree the location of, and security for, equipment points where equipment is stored within the Outer Cordon before it is used in the Inner Cordon.

5.16 Ambulance points

The Ambulance Incident Officer will be responsible for identifying a suitable Ambulance Parking Point, Ambulance Loading Point and Casualty Clearing Station by working with the Police Incident Officer.

5.17 Identification and flashing lights

Flashing lights on all emergency service vehicles must be switched off (except for vehicles designated as command units), unless they are needed for safety reasons or collecting or conveying patients away from the scene.
6.0 Command, control and co-ordination

6.1 Initial control

Initially, controlling the scene will be extremely difficult. Early in the incident it is possible that members of one service will carry out tasks that are normally the responsibility of another service. Command of the situation will be fluid. As more senior officers from each service arrive at the Major Incident site, command will tend to pass to them. Within the Police service, the officer taking initial command will normally stay with his/her supervisor to maintain continuity. In the Ambulance Service the first paramedic or technician on the scene will keep control until the Ambulance Incident Officer arrives. As soon as all incident officers are at the scene, each service will be expected to establish and take control of the roles for which they are normally responsible. The Fire and Rescue Service Inter-agency Liaison Officer will co-ordinate communication with other agencies to support the Fire Incident Commander. As soon as possible, the emergency services will set up at or near the scene an Incident Control Point (ICP) from where tactical command (Silver) will operate.

6.2 Gold, Silver and Bronze

‘Gold’, ‘Silver’ and ‘Bronze’ are role-related (not rank-related) titles given to Strategic, Tactical and Operational levels of command adopted by each of the emergency services.

6.3 Strategic Commanders (Gold)

A Strategic Commander is the commander in overall charge of each service and is responsible for formulating the strategy that their organisation will take to deal with the incident. Each Strategic Commander has overall command of the resources of their own organisation, delegating tactical decisions to their respective Tactical Commander(s). At the outset of the incident each Strategic Commander will determine the strategy and record a strategy statement. This must be monitored and will be subject to ongoing review. A Strategic Co-ordinating Group will be established (See Gold Protocol).

6.4 Tactical Commanders (Silver)

Tactical Commanders will attend the scene, take charge and be responsible for formulating the tactics to be adopted by their service in order to achieve the strategy set by their Strategic Commander. Tactical Commanders should remain detached and not become personally involved with activities close to the incident.

6.5 Operational Commanders (Bronze)

Operational Commanders will control and deploy the resources of their respective service within a geographical sector or specific role; and implement the tactics defined by their Tactical Commander.
As the incident progresses and more resources attend the RVP, the level of supervision will increase proportionally. As senior managers arrive they will be assigned functions within their command structure. Senior officers arriving at their respective command/control vehicles must establish contact with their incident commanders and should also make contact with the police Tactical Commander in order to notify any transfer of command. It is important that the title holder wears a uniquely identifiable tabard and passes it on to their successor. This universal structure enables the emergency services to communicate clearly and to understand each other’s functions and authority.

6.6 Inter-agency resources

Any service may request the temporary assistance of personnel and equipment of another service. In these circumstances, while the supporting service will relinquish immediate control of those resources to the other service for the duration of the task, it will nevertheless keep overall command of its own personnel and equipment at all times. Personnel from one service who help another service in this way should only be given tasks for which they are trained and should not supplement the other service in a potentially dangerous situation. For example, police officers may be directed to become stretcher-bearers to release fire fighters for rescue work, but should not undertake hazardous rescue work themselves.

6.7 Strategic and Tactical co-ordinating groups

The formation of both a Strategic Group and a Tactical Co-ordinating Group has been of great value at previous Major Incidents. Initially, the supervising officers of each service will be fully occupied with their own sphere of activity and there will be an inevitable delay in setting up a co-ordinating group. This delay should be kept to a minimum. It is essential that the first supervising officers on scene from each of the emergency services liaise closely with one another at the earliest opportunity. These officers may be invited to the first Tactical Co-ordinating Group meeting to describe their initial decisions. Alternatively they will brief their representative on the group before the meeting. When agencies send a representative to either a Strategic or Tactical Co-ordinating Group meeting, it is important that this person has sufficient authority to guarantee delivery of the facilities they offer on behalf of their service. (On the other hand, it is useful if only one person from each service attends so that the meetings are not unduly long.) Minutes, or a note of decisions taken, must be kept of all Co-ordinating Group meetings. It is essential that individual members of the group make their own notes of the proceedings. Minutes, notes of decisions taken and personal notes should provide an aide-mémoire of the continuing overall progress of the operation and give a perspective against which decisions or priorities can be made. If possible, a record should also be kept of all mobile phone conversations relating to the incident.

A Major Incident will necessarily involve an investigation as to its cause, and quite possibly a formal inquest, inquiry or criminal trial. The actions of senior officers of the emergency services will be of considerable interest. Therefore, notes will be invaluable and will, insofar as they are relevant, may be subject of disclosure in any subsequent proceedings.
6.8 Strategic Co-ordinating Group (SCG)

The Strategic Co-ordinating Group is a multi-agency group of Strategic commanders normally chaired by the police and operating to the Gold Protocol. This group sets the policy and strategic framework for an integrated emergency response and recovery.

6.9 Location of meetings

The Strategic Command Centre (SCC) will normally meet at a pre-identified location with suitable communications and meeting facilities, and which is completely detached from the scene.

6.10 Frequency of meetings

In general, the nature and difficulties of the incident will govern the frequency of Strategic Command Group meetings.

6.11 Tasks

The agenda for Strategic Co-ordinating Group meetings will be decided by the members at the time and will depend upon the type and scale of the incident. At the outset the group will determine the strategic issues relevant to the incident.

In addition, the Strategic Co-ordinating Group provides liaison with central government and other bodies, ensures that sufficient support and resources are available at the incident and maintains a strategic overview.

Visits by VIPs to the scene and to injured survivors inevitably place additional strain on the operation in terms of security, public order, increased media attention and interruption to normal rescue functions. The police strategic commander will be responsible for the planning and liaison of such visits with the aim of keeping disruption to a minimum.

DCLG RED will support the LGD (whilst the SCG is ongoing) with organising Ministerial or VIP visits in consultation with local partners in a way that reduces the burden on those partners without impacting on their ability to respond effectively to the emergency.

6.12 Tactical Co-ordinating Group

The Tactical Co-ordinating Group is a multi-agency group of tactical (silver) commanders normally chaired by the police. This group identifies the tactics for an integrated emergency response and recovery that will be deployed to meet the strategy. The Tactical Co-ordinating Group should consider a formal agenda to monitor the progress of actions for the meetings. Additional representation will depend upon the scale of the incident. It may be necessary to have an inner core of permanent members and an outer group of advisors, specialists and others who could be called upon to attend as necessary. Depending on the nature of the incident and the industry affected, consideration should be given to acquiring specialist knowledge and expertise to assist the group. Industry experts are often able to make apposite
contributions to aid a co-ordinated and effective response to an incident and to the tactical decision-making process.

### 6.13 Location of meetings

For convenience, the Tactical Co-ordinating Group should initially meet at the Incident Control Point. As the operation progresses, this meeting may be moved to premises which are better served, although further from the scene,

### 6.14 Frequency of meetings

The Police Silver Commander will call an initial meeting of the Tactical Co-ordinating Group at the earliest reasonable opportunity. Subsequent meetings of this group can be arranged at this first meeting or may be called by the Police Incident Officer at the request of another member of the group.

### 6.15 Safety

Overall responsibility for health and safety rests with each agency. Consideration should also be given to any advice and expertise available from agencies or industries directly involved in the incident. The Health and Safety Executive can also advise on safety matters. All agencies should be cognisant of any site specific plans that may affect them.

### 6.16 Situation reports

Each service should briefly describe the situation as it affects its own operations and, if necessary, mention those matters for which it requires the assistance or co-operation of other services (Consider LRF Plans).
7.0 Casualty Rescue, Assistance and Documentation

The care and identification of casualties is a primary responsibility of the emergency services at a Major Incident.

7.1 Uninjured

The uninjured will have been involved in the incident, but will not necessarily want or require medical attention. They must be removed from the hazard by the Fire and Rescue Service. Once the uninjured have been removed from any hazards and processed through a triage sieve by the Ambulance Service they must be handed over to the police for collation of details and witness statements.

7.2 Injured

The aim of the Ambulance Service at any multiple casualty incidents is to achieve the largest number of survivors. To accomplish this, the service needs to deliver the right patient to the right place at the right time so that they receive the optimum treatment. Triage is a dynamic continuous process and the Ambulance Service has a responsibility to ensure that at every stage of the incident patients are continually assessed to ensure that any change in their condition is reflected in their triage category.

During an incident the Ambulance Service will use two levels of triage – these are referred to as ‘triage sieve’ and ‘triage sort’. Both triage systems use algorithms to determine into which priority group a patient belongs. The priority groups are as follows:

<table>
<thead>
<tr>
<th>Priority Colour Description</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Red</td>
<td>Immediate</td>
</tr>
<tr>
<td>2 Yellow</td>
<td>Urgent</td>
</tr>
<tr>
<td>3 Green</td>
<td>Delayed</td>
</tr>
<tr>
<td>4 White</td>
<td>Dead</td>
</tr>
</tbody>
</table>

7.3 Labelling and documentation

Labelling and documenting of casualties will conform to NHS guidelines.

7.4 Evacuees

The Fire and Rescue Service will advise on the need to evacuate an area due to environmental or structural dangers. The Police and Fire and Rescue Service will either or both (according to nature and circumstances of the incident) evacuate people from the danger area and move them to an identified Assembly Point. As soon as the possibility of an evacuation arises, the police will inform the Lead Local Authority. Affected district councils will arrange the transportation of evacuees to rest centres. Services for Families – and Surrey’s Children’s Service where children are involved – will keep records of the evacuees so that the Police representative at the Rest Centre can supply the Casualty Bureau with accurate information.
The Surrey Emergency Assistance Centre Plan aims to act as a single reference document for agencies involved in Emergency Assistance Centres and provide a generic outline for the establishment and operation the four Emergency Assistance Centres.

- Rest Centre
- Survivor Reception Centre
- Family and Friends Reception Centre
- Humanitarian Assistance Centre

This plan has merged the previous Surrey Local Resilience Forum (SLRF) Humanitarian Assistance Centre plan, which was first published in June 2007. This section of the plan has more detail and outlines activation procedures that are not generic to the whole plan. The operational elements of the HAC section of this plan are restricted as are the site locations; therefore there are two versions of this Emergency Assistance Centre plan, a full restricted copy and one with the restricted information removed.

The plan objectives are:

1) To provide definitions and the functions of each centre with guiding time-scales of operation.
2) To detail the roles and responsibilities of each organisation involved in the establishment and running of each centre
3) To detail possible roles & responsibilities of individuals in the centres.
4) Describe agreed procedures and arrangements for effectively coordinating the response
5) To state what other measures (apart from planning) are needed to prepare for the use of these centres.
6) To provide a section with generic aspects that should be considered to be included in all centres operational plans.

7.5 Casualty Bureau

Police will provide a Casualty Bureau if they believe it necessary and will give the telephone number to the public through the media and SurreyAlert. The Casualty Bureau is the only place to centrally collate details of survivors, evacuees, friends and relatives and those who have died in the incident. Casualty Bureau SAP refers.

7.6 Temporary Mortuary

When a Major Incident happens, deaths may be so numerous that normal mortuary facilities would be overwhelmed. Also, if there has been contamination, or if there is a risk of contamination, normal mortuary arrangements may not be appropriate. In such eventualities it will be necessary to open a Temporary Mortuary. The Coroner will decide if this is necessary in consultation with the Police. Details of Temporary Mortuary sites are held in the Temporary Mortuary Plan.

7.7 Practical and emotional support

In the aftermath of a Major Incident many people will be affected. They may be survivors, relatives of survivors or relatives of those who die as a result of the incident, or they may be involved in the response. Many of these people will need support both during and immediately after the incident to aid their return to normal life as soon as possible. Others, however, will need a higher level of trauma support over many years.
Providing trauma support is part of managing a Major Incident. The Surrey Trauma Support Service will provide an initial social and psychological support service to help the emergency services and local authorities in Surrey support those involved in incidents and who may subsequently be affected by trauma.

Services for Families will request Surrey Trauma Support Service’s help if necessary.

7.8 Faith communities

Major Incidents are likely to involve members of religious and ethnic minorities. Those who respond to the incident may experience difficulties communicating with them. Therefore, help from translators and interpreters may be needed. Anyone who responds must also be aware that there may be particular religious requirements relating to medical treatment, hygiene, diet and places for prayer. There may also be concerns about how the bodies are handled and when funeral arrangements can be made. The faith communities within Surrey will be able to offer help and advice if required.

The Surrey Churches have a multi-faith plan to respond to official requests to attend the scene, assembly points, rest centres, survivor reception centres, friends’ and relatives’ reception centres and the Temporary Mortuary. They will offer spiritual comfort to the injured and dying and comfort the anxious and bereaved. Surrey County Council will ask for the faith communities’ help if necessary.
8.0 Multi-SCG Response Co-ordinating Groups (ResCG)

8.1 General

Whilst most emergencies are dealt with by local responders at a local level through SCGs, a Multi-SCG Response Co-ordinating Group (ResCG) may be convened where the local response has been or may be overwhelmed and wider support is required, or where an emergency affects a number of neighbouring SCGs and would benefit from co-ordination (e.g. to obtain a consistent, structured approach) or enhanced support. [In situations where there are a number of concurrent incidents ongoing across England, COBR will be used to draw together the national picture].

In such circumstances, DCLG may, on its own initiative or at the request of local responders or the LGD in consultation with the Cabinet Office, convene a ResCG in order to bring together appropriate representatives from local Strategic Co-ordinating Groups (e.g. the Chair or Chief of Staff) where activated, or relevant organisations if not (e.g. if the incident primarily affects Local Authorities, then it may be appropriate for only LAs to be represented at the ResCG). Where relevant, the membership may be augmented, including by representatives from central government departments and agencies and other agencies such as voluntary organisations, utilities and transport operators.

A ResCG would most likely be convened via a tele/video conference and would normally be chaired by DCLG. The ResCG will not interfere in local command and control arrangements but will provide a mechanism for ensuring that local responders can be as fully informed as possible in the decisions they have to take. The precise role of the ResCG may vary depending on the nature of the emergency but it is likely to focus on providing an effective and co-ordinated communication to developing a shared understanding of the evolving situation, the impact of the emergency, and what is being done and might need still to be done to manage and resolve the situation. A more detailed explanation of the ResCG appears in the revised CONOPS document (section 6).

8.2 Emergency Powers

In the event of Part Two of the Civil Contingencies Act, 2004, there may be a requirement for a government body to oversee activity in a geographic area in support of any nominated co-ordinator. In the past, this body has been known as a Regional Civil Contingencies Committee (RCCC). However, due to the renaming of the national Civil Contingencies Committee and the more flexible geographic approach being taken at sub-national level, the name and composition of any such government body will be agreed at the time. This will, however, build on the existing tried and tested structures of SCGs and Multi-SCG groups as described earlier.

8.3 Recovery Arrangements

During the response phase, the LGD for response, Cabinet Office and other relevant Departments will, with input from DCLG RED, agree what support is likely to be required by local responders during the recovery phase. This will dictate what support structures, if any, are put in place. These could include a continued presence (either physically or virtually) from a GLO in a
RCG performing similar functions to DCLG RED in response. In addition, consideration will be given to the establishment of a Ministerial cross-departmental Recovery Group (supported by an officials equivalent). During the transition from response to recovery, the LGD for recovery will also have the assistance of the DCLG RED team to ensure a smooth handover of information, contacts and ongoing actions.

8.4 Multi RCG Recovery Coordinating Groups (RecCG)

As in the response phase, a Multi-RCG Recovery Co-ordinating Group (RecCG) may be convened where recovery action is required across a number of neighbouring RCGs who would benefit from co-ordination or enhanced support. In such circumstances, the LGD for Recovery may, on its own initiative or at the request of local responders, convene a RecCG in order to bring together appropriate representatives from local recovery co-ordination. Any such group will operate under similar principles to the ResCG.’
9.0 Military Aid to the Civil Authorities (MACA) in Surrey

9.1 MACA within the UK is subdivided into:

Military Aid to other Government Departments (MAGD). For example, Foot and Mouth Disease 2007
Military Aid to the Civil Authority (MACA). For example, the contingency plan to reinforce Surrey Police responding to terrorist activity.
Military Aid to the Civil Community (MACC).

MACC can be categorised as: Cat A: Immediate emergency assistance to the Civil Authorities to protect life and limb; Cat B and C: Routine support to the Civil Authorities using, perhaps, Royal Engineers on civil community projects, where life and limb is not at risk. It should be noted that the Military is not a ‘responder’ under the Civil Contingencies Act 2004 (CCA) and has no statutory remit under the Act, other than to be prepared to provide MACA under the rules and criteria set by the MOD. Routinely, the Joint Regional Liaison Officer (JRLO) of the Regional Brigade will be engaged with the Regional and Local Resilience Forums to ensure that Military interests are considered during the planning and preparation phases.

The JRLO remains contactable by telephone for advice at any time. Prior consultation with HQ 2 Southeast Brigade (normally the JRLO) and the involvement of the Lead Government Department in support of a request is always a basic requirement. Only certain niche capabilities (such as bomb disposal, Search and Rescue and Royal Engineers search support) are delegated to specialist military commanders and are called by the Police through well developed national procedures.

9.2 Typical Reaction to an ‘Immediate Response” Major Emergency

For an ‘immediate response’, in which the Police judge that Military Aid might be requested HQ 2 Southeast Brigade will provide a Military Liaison Officer who will attend any GOLD level Strategic Co-ordination Group as it is formed. The JRLO will provide the single point of contact for Military Aid requests (and will co-ordinate general requirements of other specialist military organisations). All requests for Military Aid should be made through the Chair of the GOLD level Strategic Co-ordinating Group for consideration by the Military Chain of Command.

9.3 Routine MACA

The tasking chain for Military Aid to the Civil Authorities should routinely be through Lead Government Departments to the MOD for Ministers to approve the use of Armed Forces assets on MACA tasks. MACA general principles are:
If the civil power has a capability, the MOD can only assist if the requirement is urgent and there is an immediate lack of civil power resources.
The civil power must demonstrate that mutual aid options, other law enforcement agencies and the private sector cannot meet the requirement.
Assistance is provided on an ‘as available’ basis and therefore will always need to be prioritised against other defence activities.

The generic format below provides a framework for any MACA bid:
- First Paragraph: Situation. Brief summary of the request including the nature of the incident/event, where, when, and the Police designated name for the operation.
- Second Paragraph: Requirement for military liaison. Note: early engagement will not preclude the need for a detailed request.
- Third Paragraph: A clear statement of the end-state to be achieved (an effect). The Military will determine the best means of delivering the desired effect, using national assets as allocated. Confirmation that the ability to achieve the desired effect is not available either from within own resources, or from other sources i.e. commercial providers, mutual aid or another Government department or agency.
- Fourth paragraph: A dynamic threat or risk assessment to justify the deployment of Military resources. This should be incident-specific. For recurring events, the assessment should not merely be a re-use of previous assessments.
- Timings: For incidents involving acts of terrorism or where there is an imminent danger to life, the staffing process can be completed in a much reduced timeframe.

9.4 Costs

Defence Funds are granted for defence purposes. When work is done by the Armed Forces for other purposes, the MOD is required by ‘Treasury Rules’ to secure reimbursement for the costs incurred. With a few specific exceptions (such as the niche capabilities mentioned above), MACA activity is not funded within the MOD vote and is conducted on a repayment basis. This is normal practice within Government departments. There are three charging levels:

(1) ‘No cost’: Costs are waived where life is at risk or in other exceptional circumstances. The decision is normally taken centrally.

(2) ‘No loss costs’: Costs that would not otherwise have been incurred by the MOD are recovered. This applies when a task is undertaken on behalf of the civil authorities or another Government department for ‘rising tide’ events, e.g. an outbreak of foot and mouth disease.

(3) ‘Full costs’: All costs, direct and indirect, incurred in providing assistance, including basic pay and allowances of personnel.
10.0 Media relations

Experience of Major Incidents has shown that they quickly attract a great deal of media attention. Because the media want fast, early information there will be a lot of pressure on all agencies involved in responding to the incident.

The Surrey Major Incident Communications Plan is a separate document that supports the Surrey Major Incident Plan. Its aim is to ensure that all agencies involved in a Major Incident can work together in a co-ordinated and constructive way to handle the inevitable media interest. Good working relations with the media will help to provide:

- Positive coverage of the incident and the agencies involved
- A swift and powerful way of giving the public information
- An opportunity to correct misinformation and stop the spread of rumours
- Sensitive treatment for those involved and the community at large.

The agency that will take the lead for media management has been identified in advance and is detailed in the LRF Gold Protocol.

Regular communication must take place between communication leads for each agency to ensure agreement over key messages and approach. A ‘Vocal’ conference call system has been set up to enable this. The numbers and details are set out in the teleconference protocol.

SurreyAlert is a public website with links to partner agency websites. It provides a single point gateway to members of the public and each agency’s online media information.

www.surrey.alert.info

The Major Incident Communication Plan details what areas partner agencies can release information about themselves, and what information must be approved by the lead agency. For very high risks, specific media plans have been developed.
11.0 Communications Systems

11.1 General

11.2 In Surrey, each of the emergency services has its own system of radio communications and needs to follow certain procedures so everyone can communicate effectively. The Police can supply limited numbers of Airwave radios to incident commanders from other agencies to support multi-agency communications. Reference should also be made to the Telecommunications Support Group (TSG) plan which includes the information set out below at 11.3 to 11.12.

11.3 The National Resilience Extranet (NRE)

The NRE is an inter-agency tool that allows the emergency services, local authorities and health agencies within Surrey to exchange information (up to and including Restricted level) electronically on a secure extranet. The extranet, can be used during an emergency to share information and provide interagency updates. The NRE provides an effective main channel for collecting and passing on information to relevant partners during a Major Incident. There is also a contacts database within the system, holding contact details of those who will need to respond.

11.4 Radio Amateurs' Emergency Network (RAYNET)

11.5 Radio Amateurs' Emergency Network (RAYNET) is a nationwide voluntary group of UK government-licensed radio operators able to provide emergency radio communications to the emergency services, local authorities and government departments.

11.6 RAYNET’s radio communication equipment is specifically used in emergencies and can send digitally-encoded messages. The group also has an automatic position reporting system enabling them to plot the locations of radio operators on a map.

11.7 Surrey Police or Surrey County Council's Emergency Planning Unit will request RAYNET's help if necessary.

11.8 Emergency telecommunication

Telephone companies can offer the emergency services and local authorities specialist communication equipment for use in a Major Incident. This includes radio pagers, mobile phones, payphone trailers and a range of other equipment such as fax machines, telex machines and small switchboards.

11.9 Mobile Telecommunication Privileged Access Scheme (MTPAS)

The MTPAS is a government-authorised scheme which replaces the previous ACCOLC procedure. MTPAS is similar to ACCOLC in that the major mobile phone companies reserve available network cells for pre-registered emergency responders’ use during a Major Incident. Once invoked within the footprint area identified, registered users only will be able to make outgoing calls.
The LRF Telecommunications sub group will locally manage applications for access to privileged access schemes by applying central policy and guidance.

Once the scheme is active, the Strategic Co-ordinating Group will consider whether a request to activate the MTPAS will be made. The Police will be responsible for making the application.

11.10 Government Telephone Preference Scheme (GTPS)

The Government Telephone Preference Scheme is a facility that allows essential users to continue using the public phone network by withdrawing the outgoing phone service from most customers on a telephone exchange. The scheme is designed for use only in an emergency when increased use of the phone network is causing severe congestion and preventing the emergency services and other essential users from making and receiving calls. Lines from which the outgoing service is withdrawn under the scheme will still be able to receive incoming calls. Any lines that need access to this scheme must be registered with their provider, BT or Cable and Wireless. The service is managed by BT and Cable and Wireless on behalf of Her Majesty's Government.

11.11 Fixed Telephone Preference Access Scheme (FTPAS)

FTPAS is a scheme currently under development by BT which will eventually replace the GTPS. The FTPAS will not be available until BT’s 21st Century network modernisation updates are complete. Expected completion date is 2012.

11.12 Satellite Telephones

The old Emergency Communications Network (ECN) has been replaced by a system referred to as Migration Capacity (MC). MC allows satellite telephone capability to all principle responding agencies and provides a last resort telephone capability should all other lines of communication be lost. Early satellite telephones utilised low earth orbit satellites and consequently had limited capability.

Wave 2 Satellite telephones are now being made available to those public authorities that are considered critical responders. The telephones operate using high earth orbit satellites and consequently have greater capability and reliability. All relevant agencies must ensure any relevant equipment is updated accordingly. A satellite telephone directory is held on NRE and is maintained by the LRF Business Support Group.

11.13 Communications Protocols

All protocols and procedures for the deployment of emergency communications are held in the LRF Telecommunications Plan. This plan is a separate document and must be referred to separately.
12.0 Investigation

12.1 Court action

Major Incidents will normally be investigated whether by a Coroner, a public inquiry or civil or criminal proceedings. Most Major Incidents are caused by human or mechanical fault. As a result, every Major Incident is a potential crime scene and the Police will treat it as such.

12.2 Preserving evidence

Public inquiries or trials need the best possible evidence. This can only be gathered if the scene is secured as soon as possible and anything that can be reasonably thought to be evidence is preserved undamaged and is not moved or disposed of without consultation with the Senior Investigating Officer.

Depending on the nature of the incident, several specialist agencies may carry out their own investigation. They may all attend the scene with video or photographic teams and technical experts and will require early notification in order to marshal their resources.

The following list of agencies gives examples of other investigative bodies, but is by no means exhaustive:

- The Air Accident Investigation Branch
- The Marine Accident Investigation Branch
- The Rail Accident Investigation Branch
- The Health and Safety Executive.

Normal and aerial photography, both video and stills, can help in recording the scene throughout the incident.

12.3 Records

Each agency may have different criteria as to what is ‘admissible evidence’. The Police Senior Investigating Officer (SIO) may insist that all evidence is left in place unless the threat to life prevents this.

Do not touch or remove evidence. Guidance will be provided by the SIO.
13.0 Support from the voluntary sector

13.1 General

Voluntary Groups are a valuable part of the response in Surrey.

There are a large number of voluntary groups that can help in responding to a Major Incident. Local authorities will normally contact these groups through Surrey County Council’s Civil Contingencies Planning Unit. The Ambulance Service will only contact the St. John Ambulance and British Red Cross if extra ambulance resources are required. In the event of fatalities, police may deploy Family Liaison Officers (FLO) to work closely with next of kin. Any voluntary support arrangements must take account of this and liaise with the police before contact is made with those affected by fatalities.

The voluntary sector can provide the following support:

13.2 Welfare

Activities include:

- Staffing rest centres
- Feeding people
- Providing clothing
- Providing advice on entitlements, grants, loans and claims
- Providing support and comfort for those involved and evacuees.

Voluntary organisations include:

- Citizens Advice Bureau
- National Voluntary Civil Aid Services (CIVAID)
- WRVS
- Salvation Army.
- Social and psychological aftercare

13.3 The Surrey Trauma Support Service will decide what is needed.

Activities include:

- Befriending
- Providing psychological first aid
- Providing longer-term support.

Voluntary organisations include:

- Samaritans
- CRUSE – bereavement care
- Salvation Army
- Trauma After Care Trust (TACT)
- Disaster Action
- Victim Support.
13.4 Medical support

Activities include the provision of:
- Skilled medical support
- Ambulance support to the NHS Ambulance Service
- First aid at survivor reception centres
- Transport, first aid and administration at rest centres
- Auxiliary roles in hospitals
- Welfare support to the community.

Voluntary organisations include:
- British Association for Immediate Care (BASICS)
- St. John Ambulance
- British Red Cross.

13.5 Communications

Activities include the provision of:
- Radio communications;
- Vehicles
- Messengers.

Voluntary organisations include:
- Radio Amateurs’ Emergency Network (RAYNET).

13.6 Documents and record keeping

Activities include:
- Tracing people – nationally and internationally
- Logging and diary procedures
- Computer support (where available).

Voluntary organisations include:
- WRVS
- Salvation Army
- National Voluntary Civil Aid Services (CIVAID)
- British Red Cross.
13.7 Search and rescue

Activities include:
• Carrying out rescues on inland waterways.

Voluntary organisations include:
• Thames Rescue Service
## 14.0 Glossary

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Access Control Point (ACP)</strong></td>
<td>Access Control Point. Organisations other than emergency services will also need to get to the scene and would enter via the ACP.</td>
</tr>
<tr>
<td><strong>ACCOLC (Now superseded by MTPAS)</strong></td>
<td>Access Overload Control. A government-authorised scheme in which the major mobile phone companies can reserve exclusive use of any network calls for pre-registered responders at the scene of a Major Incident.</td>
</tr>
<tr>
<td><strong>Acute hospitals</strong></td>
<td>Hospitals with accident and emergency facilities designated to initially handle casualties following a Major Incident.</td>
</tr>
<tr>
<td><strong>Ambulance Control Point</strong></td>
<td>An emergency control vehicle identified by a flashing light and providing an on-site communications facility. This may be some distance from the incident scene and will provide a central point for NHS and medical resources at the incident. Ideally, the point should be close to the Police and Fire Service command units (subject to avoiding any potential radio interference).</td>
</tr>
<tr>
<td><strong>Ambulance Incident Officer</strong></td>
<td>The Ambulance Officer with overall responsibility for the work of the Ambulance Service at a Major Incident scene. The Ambulance Incident Officer liaises closely with the Medical Incident Officer to ensure that medical and ambulance resources are used effectively.</td>
</tr>
<tr>
<td><strong>Ambulance Loading Point</strong></td>
<td>An area, preferably hard-standing, close to the Casualty Clearing Station, where the injured are put into ambulances for transportation to hospital.</td>
</tr>
<tr>
<td><strong>Assembly Point</strong></td>
<td>An area to which evacuees and survivors will be directed before</td>
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</table>
continuing their journey or being taken to the Rest Centre or Survivor Reception Centre.

BASICS (British Association For Immediate Care)  
Medical practitioners trained in the care of trauma victims. The Ambulance Service may put them forward as Medical Incident Officer.

Befriending  
Being a friend to those in need and providing them with support and comfort.

Blue light responders  
Category 1 responders of the police, fire and ambulance services.

Body Holding Area  
An area close to the scene where bodies are temporarily held until they are moved to the mortuary or a temporary mortuary.

Cascade system  
A system in which one person or organisation calls out others who then make further call-outs if necessary.

Casualty  
A person directly involved in an incident, including the physically or mentally injured, survivors, evacuees and any corpses.

Casualty Bureau  
A central police-controlled contact and information point for all records and data relating to casualties and survivors.

Casualty Clearing Station  
An area set up by the Ambulance Service and the Medical Incident Officer at a Major Incident to triage and treat casualties and direct their evacuation.

Category 1 responder(s)  
Agencies designated by the CCA as having primary responsibility to respond to a Major Incident.

CBRNe  
Chemical Biological Radiation Nuclear explosion

CHEmical METeorology (CHEMET) Report  
A scheme run by the Meteorological Office, providing information on weather conditions as they affect an
<table>
<thead>
<tr>
<th><strong>Children's Services</strong></th>
<th>Formerly known as Social Services and since restructured to form Services for Families and Children’s Services. They respond to a Major Incident to support Services for Families if children are involved.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Command</strong></td>
<td>The authority for an agency to manage its resources (both personnel and equipment).</td>
</tr>
<tr>
<td><strong>Control</strong></td>
<td>The authority to direct strategic and tactical operations so a function can be carried out. This includes the ability to direct the activities of other agencies involved in completing that function. Controlling the assigned function also carries responsibility for the health and safety of those involved.</td>
</tr>
<tr>
<td><strong>Control room</strong></td>
<td>Centre for controlling movements and activities of officers and equipment of each emergency service.</td>
</tr>
<tr>
<td><strong>Controlled area</strong></td>
<td>Area contained in the Outer Cordon, which may be divided into geographical sectors.</td>
</tr>
<tr>
<td><strong>Cordon</strong></td>
<td>The perimeter of an area determined by a dynamic risk assessment. For example, the Inner Cordon or a sector. May be a firm barrier or an improvised boundary.</td>
</tr>
<tr>
<td><strong>DVI</strong></td>
<td>Disaster Victim Identification</td>
</tr>
<tr>
<td><strong>Dynamic risk assessment</strong></td>
<td>The continuing assessment of risk carried out in a rapidly changing environment.</td>
</tr>
<tr>
<td><strong>Emergency Control Centre</strong></td>
<td>Control room from which the local authority can manage and co-ordinate their action.</td>
</tr>
<tr>
<td><strong>Emergency Planning Officer (EPO)</strong></td>
<td>The emergency on-duty contact within Category 1 responders.</td>
</tr>
<tr>
<td>Term</td>
<td>Description</td>
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<td>-------------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Equipment Point</strong></td>
<td>The point where all equipment will be assembled before use.</td>
</tr>
<tr>
<td><strong>Family Liaison Officer (FLO)</strong></td>
<td>Police liaison with bereaved families.</td>
</tr>
<tr>
<td><strong>Fire Incident Commander</strong></td>
<td>The Fire Service officer controlling all Fire Service activity at the incident scene.</td>
</tr>
<tr>
<td><strong>Fixed Telephone Preference Access Scheme (FTPAS)</strong></td>
<td>Currently under development by BT, this scheme will eventually replace GTPS.</td>
</tr>
<tr>
<td><strong>Forward Control Point (FCP)</strong></td>
<td>The control point nearest the scene of the incident, responsible for immediate deployment and security of the scene.</td>
</tr>
<tr>
<td><strong>Friends’ and Relatives’ Reception Centre</strong></td>
<td>Secure area set aside for friends and relatives arriving at the scene and where police gather information about those believed to be involved in the incident.</td>
</tr>
<tr>
<td><strong>Government Telephone Preference Scheme (GTPS)</strong></td>
<td>A facility allowing essential users to continue using the public phone network by withdrawing the outgoing phone service from most customers on a telephone exchange. Will eventually be replaced by FTPAS.</td>
</tr>
<tr>
<td><strong>HART</strong></td>
<td>Hazardous Area Response Team (NHS &amp; SECamb)</td>
</tr>
<tr>
<td><strong>HazMat</strong></td>
<td>Hazardous material.</td>
</tr>
<tr>
<td><strong>HEMS</strong></td>
<td>Helicopter Emergency Medical Services.</td>
</tr>
<tr>
<td><strong>Identification Commission</strong></td>
<td>Decides on the criteria for identifying bodies.</td>
</tr>
<tr>
<td><strong>Incident Control Point</strong></td>
<td>The point from which the Major Incident is managed and co-ordinated. The central point of contact for all specialist and emergency services on the site.</td>
</tr>
<tr>
<td><strong>Incident Liaison Officer</strong></td>
<td>A local authority officer at the Incident Control Point, providing a direct link between local authority emergency services and the specialist and emergency services on the site.</td>
</tr>
<tr>
<td>Term</td>
<td>Description</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Incident Officer(s)</td>
<td>Commanding officers of the various services at the scene.</td>
</tr>
<tr>
<td>Lead Local Authority</td>
<td>Co-ordinates the response of all local authorities involved.</td>
</tr>
<tr>
<td>Local authority</td>
<td>Term used throughout this plan to describe both district and borough councils.</td>
</tr>
</tbody>
</table>
| Military Aid to Civil Authority. (MACA)   | Military Aid to the Civil Authorities: A term used to describe all types of military help, including:  
|                                           | Military Aid to the Civil Communities (MACC) – help in an emergency.                                                                        |
|                                           | Military Aid to the Civil Ministries (MACM) – e.g. help when there is threat of industrial action.                                           |
|                                           | Military Aid to the Civil Powers (MACP) – help to the Police.                                                                               |
| Major Incident procedures                 | Pre-planned procedures that begin once a Major Incident is declared.                                                                            |
| Marshalling Area                          | For resources and personnel not immediately needed at the scene or being held for further use. This area is also suitable for staff briefings, providing refreshment and re-stocking equipment. |
| Marshalling Officer                       | A service representative at the Marshalling Area.                                                                                             |
| Media Centre                              | A central contact point for media enquiries, staffed by press officers from appropriate organisations and providing communications and conference facilities. |
| Media Liaison Officers (scene)            | Representatives of each organisation responsible for releasing information.                                                                    |
that reflects the Strategic Co-ordinating Group policy.

**Media Liaison Point**
A site at or near the scene set aside for media representatives and through which early official press statements will be issued. The Media Centre may replace this facility at a later stage.

**Medical Incident Officer**
A doctor sent to a Major Incident scene by the Ambulance Service to support the Ambulance Incident Officer in managing medical resources.

**Medical Emergency Response Incident Team (MERIT)**
Doctors and nurses sent to a Major Incident scene from a hospital assigned by the Ambulance Service.

**Mobile Telecommunication Privileged Access Scheme (MTPAS)**
Access Overload Control. A government authorised scheme, similar to ACCOLC, in which the major mobile phone companies can reserve exclusive use of any network calls for pre-registered responders at the scene of a Major Incident.

**Mutual aid arrangements**
Cross-boundary arrangements under which emergency services, local authorities and other organisations request extra staff or equipment for use at a Major Incident.

**Network cells**
The area covered by a mobile phone cellular tower. Area sizes vary.

**National Resilience Extranet (NRE)**
The NRE is a communications toolset designed to support collaboration by providing a secure environment to share and store information.

**Ordnance**
Unexploded military ammunition.

**Police Hospital Documentation Team**
A team of police officers who compile details of casualties, their property and identification. This data is sent to the Casualty Bureau. The team also provides security for hospital premises to prevent access by unauthorised people.
<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>RAYNET (Radio Amateurs' Emergency Network)</td>
<td>A nationwide voluntary group capable of providing emergency radio communications.</td>
</tr>
<tr>
<td>RCG</td>
<td>Recovery Co-ordinating Group</td>
</tr>
<tr>
<td>RecCG</td>
<td>Multi RCG Recovery Co-ordinating Group</td>
</tr>
<tr>
<td>Receiving Hospital</td>
<td>A hospital chosen by the Ambulance Service to receive casualties in a Major Incident.</td>
</tr>
<tr>
<td>RED (DCLG-RED)</td>
<td>‘RED – DCLG’s Resilience and Emergencies Division, which takes forward on behalf of DCLG the responsibilities for the UK Government’s resilience response function in England between the national and local level.</td>
</tr>
<tr>
<td>Rendezvous Point (RVP)</td>
<td>A point where all resources arriving at the Outer Cordon are sent for logging, briefing, equipment issue and further deployment.</td>
</tr>
<tr>
<td>ResCG</td>
<td>Multi-SCG Response Co-ordinating Group</td>
</tr>
<tr>
<td>Rest Centre</td>
<td>A pre-identified building used by district councils to temporarily accommodate evacuees.</td>
</tr>
<tr>
<td>Satellite Telephones</td>
<td>A network allowing critical responders last resort telephone capability should all other lines of communication fail.</td>
</tr>
<tr>
<td>Scene Access Control Point</td>
<td>Access point at the entrance to the Inner Cordon, through which everyone who needs access to the scene is checked.</td>
</tr>
<tr>
<td>Senior Investigating Officer (SIO)</td>
<td>Senior Police Officer appointed to take responsibility for the police investigation.</td>
</tr>
<tr>
<td>Senior Supervising Pathologist</td>
<td>Supervises post-mortem examinations.</td>
</tr>
<tr>
<td>Services for Families</td>
<td>Formerly known as Social Services and since restructured to form Services for Families and Children’s Services. Provides first response to a</td>
</tr>
</tbody>
</table>
Major Incident and call upon the support of Children’s Services if children are involved.

Statutory services
Those services whose responsibilities are laid down in law, e.g. police, fire and ambulance services and local authorities.

Strategic Co-ordinating Group (SCG)
A meeting chaired by the police and including a senior representative of each emergency service, local authority and other agencies involved in the Major Incident. The group discusses and agrees future policy. It also agrees the content of all press releases.

Strategic Health Authority (SHA)
Manages the National Health Service (NHS) locally and is the main link between the Department of Health and NHS Trusts.

Strategic Road Network (SRN)
The Strategic Road Network includes all Motorways and All Purpose Trunk Roads owned and operated by the Highways Agency.

Supporting Hospital
Any hospital assigned by a receiving hospital to provide support during a Major Incident.

Surrey Trauma Support Service
A Surrey-based social and psychological support service to those involved in Major Incidents.

SurreyAlert extranet
A secure website on which Surrey LRF organisations share information.

SurreyAlert.info
A public website on which Surrey LRF organisations release incident specific information.

Survivor Reception Centre
A secure area where uninjured survivors are taken for shelter, first aid, interview and documentation.

Tactical Co-ordinating Group
A meeting chaired by the Police, including a senior representative from each service or organisation at the scene. Decides on priorities when
allocating resources, gathers other resources when needed and concentrates on managing the scene.

Temporary Mortuary

At a Major Incident, there may be so many deaths that the normal mortuary facilities would be overwhelmed. In this case it will be necessary to open a temporary mortuary. The Coroner, who has the legal responsibility for investigating the cause and circumstance of any deaths involved, will decide if this is necessary by consulting with Police.

Triage

Assessing medical priorities before transportation of the injured to receiving hospitals. Triage may be repeated at intervals and when casualties arrive at the Receiving Hospital.

Utility companies

Companies providing essential services: gas, water, electricity and telephones.

WRVS

Originally formed as the Women’s Royal Voluntary Service. Now recruits male and female volunteers and if primarily concerned with helping older people.
Appendix A Silver Co-ordinating meeting Agenda template

Silver Co-ordinating Meeting

Draft Agenda

1. Introduction

2. Update on the Situation

3. Reports from Coordinating Group Members

4. Priority Issues and Tactical Decisions

5. Media Strategy

6. Any Other Business

7. Time of Next Meeting/Organisations Attending Next Meet
Appendix B Silver Co-ordinating meeting Minutes template

<table>
<thead>
<tr>
<th>Item</th>
<th>Action by:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
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</table>
Appendix C Silver Co-ordinating meeting Actions template

<table>
<thead>
<tr>
<th>Title</th>
<th>Date</th>
<th>Times</th>
<th>Location</th>
</tr>
</thead>
</table>

Attendees:

Apologies:

<table>
<thead>
<tr>
<th>Item</th>
<th>Action by:</th>
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<td>1.</td>
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