

FOURTH EDITION

Surrey Major Incident Plan



Surrey's
Local Resilience
Forum

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Surrey Major Incident Plan

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Introduction

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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).

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 County Chief Fire Officer
- The Chief Executive of the South East Coast Ambulance Service
- 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
- The Commander of Deepcut Garrison
- A Director from the Government Office for the South East
- The Area Manager South East Area, Thames 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 the fourth edition.

A glossary is included in Section 17 on page 56. If you have any questions about this plan you should contact the following organisations:

Surrey Police

Protective Services, Civil Contingencies Unit, Surrey Police Headquarters,
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: 08456 009 009
www.surreycc.gov.uk

Surrey Fire and Rescue Service

Headquarters, Croydon Road, Reigate, RH2 0EJ
Telephone: 01737 242444
www.surrey-fire.gov.uk

South East Coast Ambulance Service

The Horseshoe, Banstead, SM7 2AS
Telephone: 01737 353333
www.secamb.nhs.uk

Surrey Primary Care Trust

Cedar Court, Guildford Road, Fetcham, Leatherhead, KT22 9RX
Telephone: 01372 227300
www.surreyhealth.nhs.uk

Highways Agency

Federated House, London Road, Dorking, RH4 1SZ
Telephone: 08459 556575
www.highways.gov.uk

Environment Agency

Thames Region, Swift House, Frimley Business Park, Camberley, GU16 7SQ
Telephone: 08708 506 506
www.environment-agency.gov.uk

Health Protection Agency

Dorset House, Regent Park, Kingston Road, Leatherhead, KT22 7PL
Telephone: 01372 824262
www.hpa.org.uk

Armed Forces

Headquarters Deepcut Garrison, Princess Royal Barracks, Blackdown,
Camberley, GU16 6RW
Telephone: 01252 833429
www.mod.uk

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Section 1

Introduction

Aim

- 1.1 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.

Objectives

- 1.2 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 other relevant information where necessary.

General

- 1.3 This plan is based on the Civil Contingencies Act 2004 and associated guidance documents.
- 1.4 The procedures adopted by each of the emergency services 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.
- 1.5 This plan provides summaries of the responses and responsibilities of each of the emergency services 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.
- 1.6 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.
- 1.7 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. The plan includes references to roles and responsibilities of some non-emergency service organisations. However, the list of organisations is not exhaustive and it is recognised that a wide range of organisations is likely to be involved in supporting the emergency services' response.
- 1.8 Surrey's Local Resilience Forum recognises that every Major Incident is different and has its own unique features. 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.

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- 1.9 Experience has shown that there are many seemingly harmless sets of circumstances which, if not dealt with speedily, can escalate to the level of a Major Incident. Prevention is better than cure; no-one will be criticised for treating an incident as serious in the first instance even if events later prove it not to be so.
- 1.10 It should be noted that the procedures set out in this plan would also apply to Major Incidents initiated by terrorist acts.

Section 2

Definitions

2.1 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.

Critical Incident

2.2 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.

Rising Tide Incidents

2.3 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.

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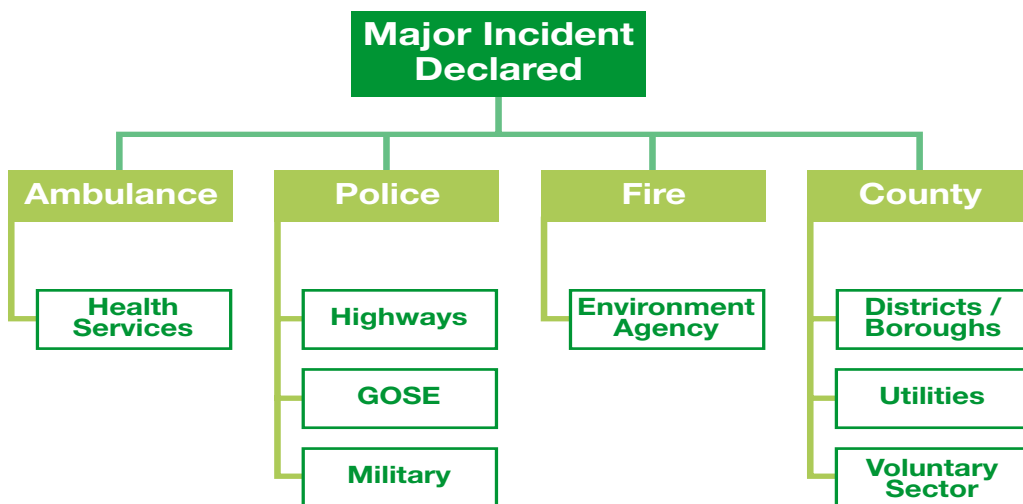
Declaring a Major Incident

- 2.4 An officer of any rank of one of the emergency services or an emergency planning representative from the National Health Service or the Local Authorities 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 emergency services or local authorities may not be so to another. Despite this, each of the emergency services and local authorities 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.

Notification

- 2.5 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 local authorities 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.

Information Cascade



Lines of communication work in both directions if necessary

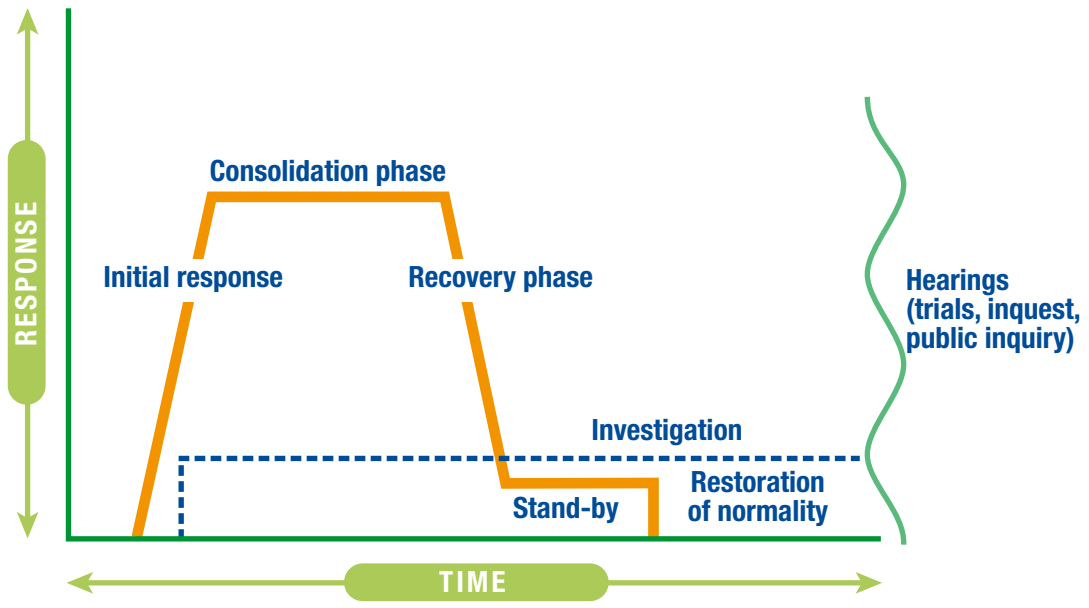
Stages

- 2.6 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.

cont...

2.7 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.



Section 3

Main functions of the emergency services and other agencies

General

- 3.1 Rescue will most frequently be the prime function required of the emergency services. Responsibility for the rescue of survivors lies with Surrey Fire and Rescue. 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.

Police

- 3.2 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 of crime
 - Family liaison
 - Short-term measures to restore normality after all necessary actions have been taken.

Fire and Rescue Service

- 3.3 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; and
 - To maintain emergency service cover throughout the Fire and Rescue Service area and return to a state of normality at the earliest opportunity.

Ambulance Service

- 3.4 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
 - To maintain emergency service cover throughout the South East Coast Ambulance Service area and return to a state of normality at the earliest opportunity.

cont...

Receiving hospitals

- 3.5 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.

Local authorities

- 3.6 The primary responsibilities of local authorities are:
- Support the emergency services
 - Help those in distress
 - Co-ordinate the activities of their 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.
- 3.7 These roles, which are expanded in section 8, are shared between Surrey County Council and the district councils.
- 3.8 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.

The Coroner

- 3.9 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.
- 3.10 The Coroner will liaise with the Police and Senior Supervising Pathologist 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.
- 3.11 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.

Primary Care Trust (PCT)

- 3.12 The Surrey Primary Care Trust (PCT) is responsible for delivering all primary and community based healthcare and services. The PCT has a range of emergency planning responsibilities and co ordinates local health service responses to incidents and emergencies. The PCT also manages the effect of these events on providing routine healthcare and plan how to recover from them.

cont...

- 3.13 The PCT will liaise closely with the Strategic Health Authority which will contact the Department of Health and other agencies beyond the county boundary during a crisis.

The Ambulance Service is the 'gateway' to the NHS during a Major Incident. It is responsible for contacting receiving hospitals and for managing resources and actions at the scene. The PCT will communicate with GPs and other local health services.

- 3.14 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.

The Scientific and Technical Advice Cell (STAC)

- 3.15 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 senior public health professional 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 co-located with the Strategic Co-ordinating Group.

Voluntary Organisations and Volunteers

- 3.16 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 Contingency Planning Unit, to request appropriate support. 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.
- 3.17 People who do not belong to voluntary organisations will also want to help and will offer their services. Local authorities involved in the incident must co-ordinate the activity of these volunteers.
- 3.18 Section 15 lists the main voluntary organisations and describes the type of appropriate support they can provide.

cont...

Armed forces

3.19 Through a system called Military Aid to the Civil Authority (MACA), the armed forces can help in an emergency if there is 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 Army will take the lead for the three services Army, Navy and RAF.

3.20 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.

Utility Companies

3.21 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.

Environment Agency

3.22 The Environment Agency has responsibility for protecting water, land and air. These responsibilities cover direct action to:

- Prevent or deal with the effects of an incident
- Provide specialist advice
- Give warnings to those likely to be affected
- Monitor the effects of an incident
- Investigate the cause of the incident.

Government Departments and Agencies

3.23 Occasionally, central government will play a role in responding to a Major Incident. This may be an active role where, for example, local services ask for specialist advice or help from a central government department, or where the main source of information lies at government level.

3.24 In this case, a lead government department will be chosen to:

- Co ordinate the activities of central government
- Co-ordinate how information is collected so that ministers can be briefed
- Provide information to the public and act as the focal point of contact, via the Lead Local Authority, between local strategic co ordinating groups and central government.

3.25 The Government Office for the South East (GOSE) will help co-ordinate action between strategic co ordinating groups and central government.

3.26 Section 9 lists government lead departments for particular types of incident.

Section 4

Actions by first officers at the scene

General

- 4.1 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.
- 4.2 The mnemonic '**CHALET**' is used to help the officer remember critical information to give their control room without delay.

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

- 4.3 Although providing the same information as 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.

Police

- 4.4 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.
- 4.5 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.

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4.6 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.

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

Fire and Rescue Service

4.8 The Incident Commander on the first appliance 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.

Ambulance Service

4.9 The National Health Service is responsible for providing a comprehensive medical service to cover routine requirements and also the extraordinary demands arising from a major incident/emergency.

The Ambulance Service is charged with the operational responsibility at the scene. In the event of a major emergency/incident it may call on the support of adjacent Ambulance Services to ensure that sufficient ambulances and trained medical personnel are rapidly deployed to the incident scene.

The first officer on scene will assess and inform and not become personally involved in treating casualties or carrying out rescue work. The Ambulance Service will seek to initiate the following measures to:

- Protect the health, safety and welfare of all NHS personnel on site
- Initiate a Command and Control structure
- Supply sufficient ambulances and staff for the incident
- Provide a Senior Ambulance Officer at the scene to act as Ambulance Incident Commander (AIC)
- Implement arrangements for the deployment of a Medical Incident Commander (MIC)
- Identify and activate appropriate Receiving Hospital(s)
- Provide a Hospital Ambulance Liaison Officer (HALO) and a Hospital Ambulance Liaison Control Officer (HALCO) at the Receiving Hospital(s) to supervise the unloading and turnaround of ambulances
- Provide a communications system for ambulance and medical services
- Instigate the use of a triage sieve and sort on all patients prior to evacuation from the scene
- Manage, in conjunction with the Medical Incident Commander, (MIC) medical resources deployed to the scene for the treatment and care of casualties
- Provide, as necessary, medical support at Survivor Reception/Rest Centres
- Determine, in conjunction with the Medical Incident Commander, the priorities for the evacuation of casualties, ensuring even and simultaneous dispatch to the Receiving Hospitals
- Organise transportation for casualties to the Receiving Hospital(s) and any necessary transfers between hospitals
- Acquire additional ambulance resources, as necessary, calling on other Ambulance Services (Mutual Aid), South East Coast Ambulance Service Reserve or Voluntary Aid Societies
- Ensure ambulance service access and egress at the scene
- Provide advance notification to the Blood Transfusion Service of any likelihood of increased demands for blood

cont...

- Forward to the Receiving Hospital(s) and the local Director of Public Health, any information acquired at the scene relating to toxic or radiation hazards and possible contamination of casualties, and advise of the potential for self-presenting patients
- Advise all activated hospital(s) of the prevailing situation and the categories and estimated times of arrival of casualties
- Decontaminate other victims in conjunction with the Fire and Rescue Service
- Arrange the provision of clinical advice and assistance to support on-site decontamination
- Provide limited patient triage and treatment at the inner cordon, prior to decontamination
- Co-ordinate all requests for UK national reserve stocks
- Maintain adequate emergency cover throughout the South East Coast Ambulance Service area for the duration of the Major Incident
- Reduce to a minimum the disruption of the normal work of the Service, implementing the SECamb Business Continuity Management Plan as appropriate
- Make provision for the transport of the Medical Emergency Response Incident Team, as required
- Progressively release activated hospital(s) and ultimately issue the message “Casualty Evacuation Complete”.

BASICS doctors

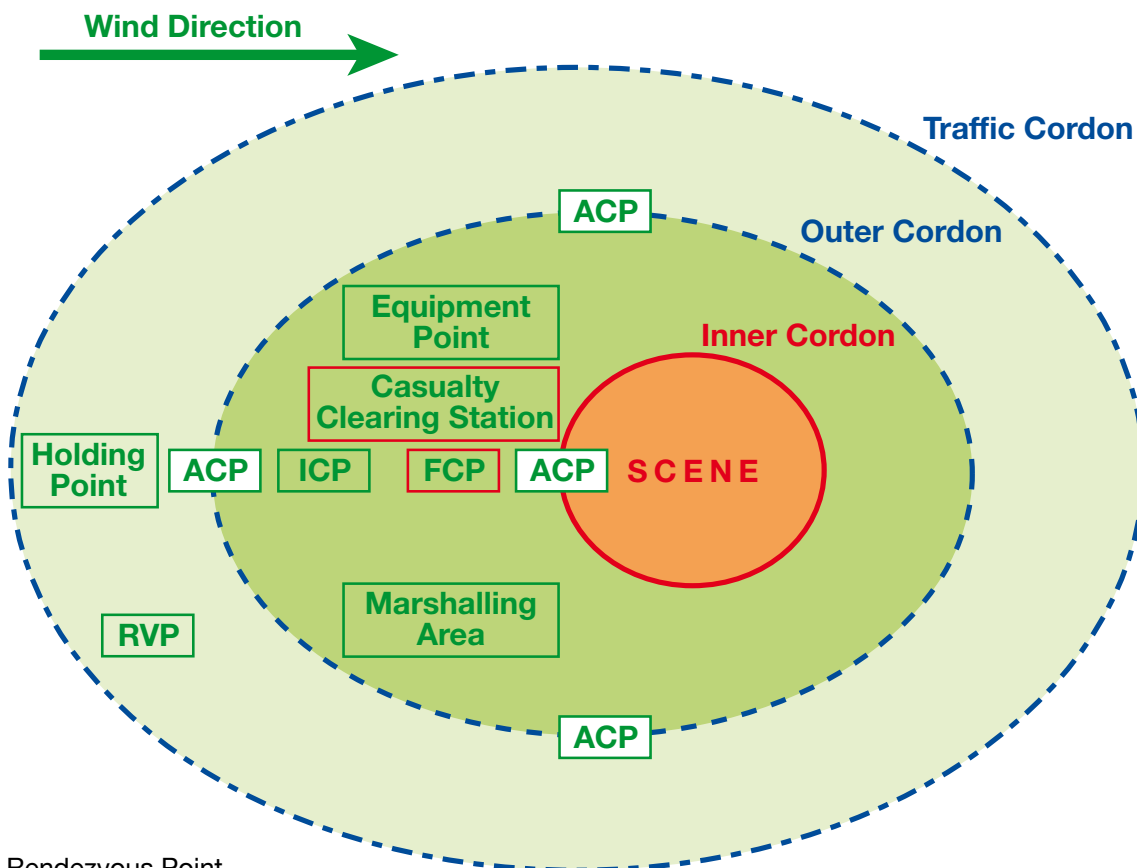
- 4.10 BASICS doctors provide medical support to the Ambulance Service. The Ambulance Service has a cadre of BASICS doctors on call for the purpose of acting as a Medical Incident Commander (MIC). Mobilisation of MICs is the sole responsibility of the Ambulance Service.

Section 5

Scene Management

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

5.1 Managing the scene



KEY

- RVP Rendezvous Point
- ICP Incident Control Point
- FCP Forward Control Point
- ACP Access Control Point

Forward Control Point (FCP)

5.2 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.

cont...

Incident Control Point (ICP)

- 5.3 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.
- 5.4 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
- 5.5 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.
- 5.6 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.
- 5.7 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. About 10 metres apart is ideal.

Transferring command

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

Cordons

- 5.9 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 authority can be sought through Incident Control Point (ICP) Scene Access Control.

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.

cont...

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.

Inner Cordon

5.10 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.

5.11 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.

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.

Non-emergency service personnel providing assistance in the inner cordon will be directed to the appropriate command vehicle prior to going to the inner cordon.

Outer cordon

5.12 Police will control all access and exit points to the outer cordon. Non-emergency service personnel requiring access through the outer cordon will be vetted at the Scene Access Control Point(s) (see below) prior to attending the access point. 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 below).

Traffic cordon

5.13 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 Scene Access Control Centre for vetting prior to direction to the RVP.

Access Control Point (ACP)

5.14 Organisations other than the emergency services will also need to get to the scene. The coordinating groups should ensure that police controlling the traffic and outer cordons know the details of these organisations.

cont...

Access Control Points may need to be set up, ideally outside 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 Access). This would involve:

- Checking the identity of everyone who requests access
- Deciding on who has priority for access
- Providing access to cordon control points and the Incident Control Point
- Keeping a record of everyone who has been directed to them to gain access
- Providing a contact point for police and private sector communications
- Liaising with other emergency and support services.

Rendezvous point (RVP)

- 5.15 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 outer cordon and will be under the control of a Police Officer wearing the appropriate reflective tabard. This officer will advise the appropriate service command vehicle of the resources arriving. Those not immediately required will be directed to the marshalling area.

Marshalling area

- 5.16 A marshalling area, controlled by police wearing appropriate reflective tabards and with assistance from the fire service, should be established between the RVP 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.

- 5.17 A marshalling 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.

Multi-Agency Marshalling Area

- 5.18 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'.

Multi-Agency Holding Area

- 5.19 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'.

cont...

Logistical support

- 5.20 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'.

Equipment points

- 5.21 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.

Ambulance points

- 5.22 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.

Identification and flashing lights

- 5.23 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.

Section 6

Command, control and co-ordination

Initial control

- 6.1 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.

Strategic Commanders (Gold)

- 6.3 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.

Tactical Commanders (Silver)

- 6.4 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.

Operational Commanders (Bronze)

- 6.5 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.

- 6.6 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.

Inter-agency resources

- 6.7 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.

Strategic and Tactical co-ordinating groups

General

- 6.8 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.

- 6.9 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, be disclosable in any subsequent proceedings.

Strategic Co-ordinating Group (SCG)

- 6.10 The Strategic Co-ordinating Group is a multi-agency group of Strategic commanders normally chaired by the police. This group sets the policy and strategic framework for an integrated emergency response and recovery and ensures consideration is given to the following:
- Anticipation
 - Assessment
 - Prevention
 - Preparation
 - Response
 - Recovery management.

Location of meetings

- 6.11 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.

Frequency of meetings

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

Tasks

- 6.13 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.

Tactical Co-ordinating Group

- 6.14 The Tactical Co-ordinating Group is a multi-agency group of tactical 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.

Location of meetings

- 6.15 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,

Frequency of meetings

- 6.16 The Police Incident Officer 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.

Safety

- 6.17 At incidents concerned with fire, the danger of fire, or those involving rescue, the Fire and Rescue Service will provide the tactical group with professional advice on matters of safety. However, overall responsibility for health and safety rests with each emergency service. Consideration should also be given to any advice and expertise available from industries directly involved in the incident. The Health and Safety Executive can also advise on safety matters, in addition to being an investigative body.

Situation reports

- 6.18 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.

Priorities

- 6.19 Priorities are essential to creating a cohesive joint strategy. They indicate how the resources available can be deployed in the most effective and efficient manner. Each service will have objectives to meet within its own area of responsibility and it is important to establish which of these should have priority as particular stages of the incident are reached. In this way, inter-service difficulties may be avoided and each may concentrate on the actions that contribute most to the success of the operation.

Future developments

- 6.20 This group will also give consideration to the requirements of later phases of the operation and identify actions that need to be taken in advance.

Section 7

Casualty clearance

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

Uninjured

- 7.2 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.

Injured

- 7.3 The aim of the Ambulance Service's at any multiple casualty incident 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:

Priority Colour Description

1	Red	●●●●●●●●	Immediate
2	Yellow	●●●●●●●●	Urgent
3	Green	●●●●●●●●	Delayed
4	White	○●●●●●●●	Dead

Labelling and documentation

- 7.4 Documentation of patients must start as soon as possible. Triage labels must be attached to patients in the initial stages of the incident even if there is no opportunity to collect personal details. Details of each patient should be collected as soon as they enter the casualty clearing station/area.

It may not always be possible for ambulance crews to record the usual patient details requested on patient report forms. Ambulances should not be delayed at the scene in order to obtain personal details of individual casualties. These will be gathered by the police at the receiving hospitals. In all circumstances the triage label must be completed.

Police service instructions refer to the attaching of nationally recommended identification labels to deceased persons. Ambulance Service personnel should note that these identity and evidential labels are NOT to be used in place of CRUCIFORM medical triage labels.

Police should liaise with the Ambulance Service to maintain a count of all persons processed, together with details of hospitals to which they have been taken.

Police officers will be deployed to the casualty departments of these hospitals to provide documentation teams, assist with forensic issues and provide security advice.

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Evacuees

- 7.5 The Fire and Rescue Service will advise on the need to evacuate an area due to environmental or structural dangers. The Police will 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.

Assembly Point

- 7.6 Police will identify and manage the Assembly Point. Survivors will arrive either directly from the scene or through casualty clearing. If arriving via casualty clearing, the Ambulance Service should either pass the survivor to a police officer to take to the Assembly Point or direct the survivor to make their own way there (depending on circumstances, distance and location).

The other emergency services must be prepared to set up an assembly point if they arrive before the Police.

The survivors’ welfare will become the responsibility of the affected district councils once their representative arrives at the Assembly Point. The local authorities will then make arrangements to transfer the survivors to a survivor reception centre where Services for Families will take their details and pass them on to the police officer at the centre.

Some survivors will want to continue their journey and not go to a survivor reception centre. However, these people are still witnesses and so the Police are responsible for obtaining their details before they leave the Assembly Point.

Survivor Reception Centre and Rest Centre

- 7.7 A Survivor Reception Centre may be needed for survivors who have been directly involved in a Major Incident. It is important to remember that survivors will have been through a harrowing experience, may be worried about friends and relatives and must be treated with compassion. A Survivor Reception Centre may be established and run initially by the emergency services (who will be first on the scene) until the local authority becomes engaged in the response.
- 7.8 A Rest Centre may be needed for people who have been evacuated from their homes. It will need to provide security, welfare, communication, catering, medical facilities and overnight accommodation, if necessary.
- 7.9 Local authorities have responsibility for opening and managing Survivor Reception Centres and Rest Centres, supported by Services for Families, Surrey Children’s Service (if children are involved) and voluntary organisations. Each local authority has identified suitable premises for this purpose.
- 7.10 Affected local authorities will arrange transport to take uninjured survivors to a survivor reception centre and evacuees to a rest centre where they will be given practical and emotional support. The affected primary care trusts will provide medical support and access to pharmacy services.
- 7.11 For incidents involving transport carriers, the company involved may, by working with the Police and Lead Local Authority, open a Survivor Reception Centre. They may also arrange transport to take survivors there.

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- 7.12 The Police and local authorities will need to record specific information about survivors and evacuees on registration forms. Services for Families are responsible for ensuring that this process is carried out and that an initial assessment of each individual is made to identify any extra support that may be needed. The Police will either fax or take a copy of the registration forms to the Casualty Bureau to be processed.

Friends' and Relatives' Reception Centre

- 7.13 Local authorities have responsibility for opening and managing Friends' and Relatives' Reception Centres, supported by Services for Families and voluntary organisations. For incidents involving transport carriers, the company involved may, by working with the Police and local authorities, open a Friends' and Relatives' Reception Centre.

Friends and relatives of survivors or of those who have died should be directed to the Friends' and Relatives' Reception Centre. They will be worried about those unaccounted for and will need to be treated with compassion. The Lead Local Authority, by working with the Police Incident Officer, will identify where the reception centre is. The Police will provide a secure environment where they can gather information about those believed to be involved in the incident.

Casualty Bureau

- 7.14 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.
- 7.15 No-one must give any details of casualties to the press. The Strategic Co ordinating Group will authorise all press releases relating to casualties.
- 7.16 Casualty Bureau staff will receive detailed information from the scene, the receiving hospitals, Survivor Reception and Rest Centres and the mortuary. They will also receive enquiries from relatives of people believed to be involved in the incident. The Casualty Bureau will sort and search enquiry cards, casualty cards and survivor forms to match casualties or uninjured survivors with those making enquiries.
- 7.17 If a match is made, Police will contact the enquirer and let them know the condition and whereabouts of the person concerned. A police officer will deliver bad news in person.
- 7.18 The Casualty Bureau will not be responsible for personally informing next of kin regarding the death of their relative. However, the bureau will not close until all casualties have been identified, all next-of-kin informed, and telephone enquiries are reduced to a level where they can be handled by normal arrangements.

Temporary Mortuary

- 7.19 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.

Practical and emotional support

- 7.20 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.

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7.21 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.

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

Faith communities

7.23 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.

7.24 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.

7.25 Surrey County Council will ask for the faith communities' help if necessary.

Section 8

Local authority emergency roles

General

- 8.1 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.

Lead Local Authority

- 8.2 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 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.
- 8.3 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.
- 8.4 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 Contingency Planning Unit.
- 8.5 Support services. The initial contact for the local authorities is through the County Council Duty Contingency Planning 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.
- 8.6 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.

cont...

County Council	District/Borough Council
<ul style="list-style-type: none"> • Advice on storing fuel 	<ul style="list-style-type: none"> • Advice on food and preventing disease.
<ul style="list-style-type: none"> • Closing footpaths and open spaces 	<ul style="list-style-type: none"> • Closing footpaths and open spaces
<ul style="list-style-type: none"> • Communications equipment (via RAYNET) 	<ul style="list-style-type: none"> • Liaison with the emergency services
<ul style="list-style-type: none"> • Liaison with the emergency services 	<ul style="list-style-type: none"> • Setting up an Emergency Control Centre
<ul style="list-style-type: none"> • Setting up a temporary mortuary 	<ul style="list-style-type: none"> • Equipment, for example, heavy lifting (via contractors)
<ul style="list-style-type: none"> • Setting up an Emergency Control Centre 	<ul style="list-style-type: none"> • Media management (along with the emergency services)
<ul style="list-style-type: none"> • Equipment, for example, heavy lifting (via contractors) 	<ul style="list-style-type: none"> • Providing sandbags
<ul style="list-style-type: none"> • Media management (along with the emergency services) 	<ul style="list-style-type: none"> • Public information
<ul style="list-style-type: none"> • May take action to protect property from flooding by water from the highway where there is a failure of the highway drainage system 	<ul style="list-style-type: none"> • Repairs, demolition, clearance
<ul style="list-style-type: none"> • Public information 	<ul style="list-style-type: none"> • Transport
<ul style="list-style-type: none"> • Repairs, demolition, clearance 	<ul style="list-style-type: none"> • Waste collection
<ul style="list-style-type: none"> • Transport 	<ul style="list-style-type: none"> • Emergency feeding for those affected
<ul style="list-style-type: none"> • Waste disposal 	<ul style="list-style-type: none"> • Advice on structural conditions
<ul style="list-style-type: none"> • Welfare and trauma support 	<ul style="list-style-type: none"> • Friends' and relatives' reception centres
<ul style="list-style-type: none"> • Forestry 	<ul style="list-style-type: none"> • Rest centres
<ul style="list-style-type: none"> • Liaison with government departments, other local authorities, voluntary groups, utilities and other organisations 	<ul style="list-style-type: none"> • Survivor reception centres
<ul style="list-style-type: none"> • Managing traffic (road closures and diversions) 	<ul style="list-style-type: none"> • Temporary accommodation and rest centres

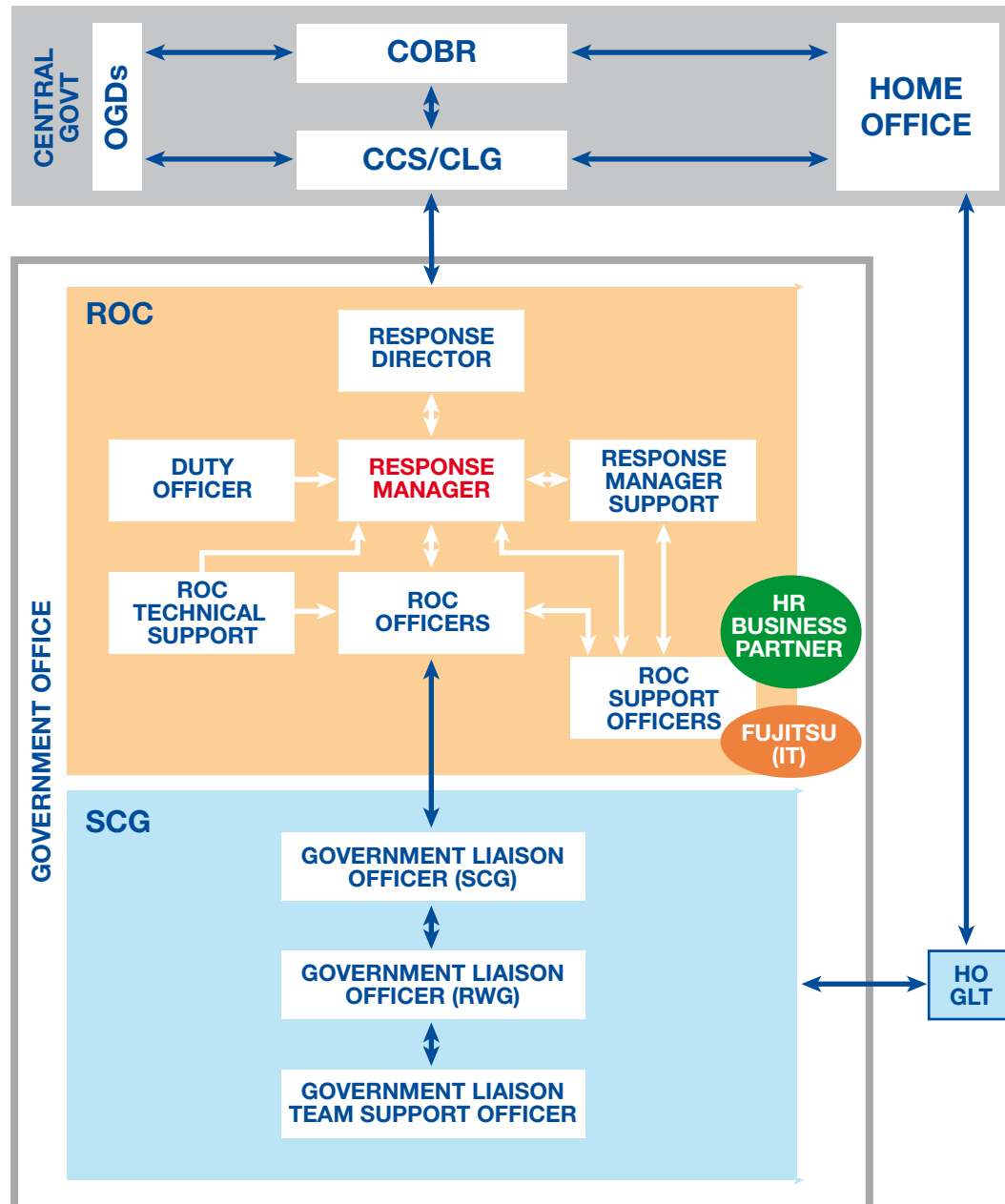
Section 9

Government Office of the South East (GOSE)

9.1 GO Involvement in the Operational Response

In general, the GO role in the response phase of an incident is to provide timely and accurate information to central government.

9.2 Government Office Response Roles and Structures



cont...

Regional Operations Centre (ROC).

9.3 This is the core of the GOSE response and thus should be the focus of all response activity. It is led and managed by the Response Manager and, depending on the scale of response, primarily staffed by the RRT, with other GOSE teams providing staff according to the type of emergency.

The aim of the ROC is to capture the information and data required to inform the regional and national decision making, and provide information and guidance to local responders to aid their response. The GO should not get involved in attempting to direct the local operational response.

Information is provided to central government on a standard SITREP (Situation Report) pro-forma. The timings of these SITREPs will depend on local meetings and national requirements, but a 'battle rhythm' will be agreed and established as early as possible.

It can exist in a variety of forms. At its smallest it is an individual who provides a single point of contact between the local and national response. At its largest it fulfils the same role on a much larger scale with representatives from each of the relevant government departments and agencies involved. However, irrespective of its size its primary function is to co-ordinate the flow of accurate information between local responders and Central Government.

The ROC function can be broken down into three broad areas:

(1) Provides the information hub for the management and of the information and GOSE response. This is the CORE and MOST CRITICAL ELEMENT of the regional response, as all other elements will fail without its function.

(2) Includes the provision of dedicated teams (two or more individuals) responsible for specified (i.e. LRF) areas, where the incident is widespread (i.e. where there is more than one incident scene).

(3) Includes the provision of specific functional cells, staffed by external agencies and potentially supported by GO staff, i.e. health, to provide advice on specific areas of the incident. This is most likely when the Regional Civil Contingencies Committee (RCCC) is activated but may also occur where external regional agencies, i.e. the military, need a central base or direct contact with the GO.

SCG/GOLD Government Liaison Team

9.4 It will usually be necessary or desirable to have a Government presence at the local Strategic Co-ordination Group to act as a single point of contact for communications with central government. This presence is known as the Government Liaison Team (GLT).

The chair of the SCG will expect everyone who attends the meetings to be able to fully represent the Government Office and Lead Government Department if they are not otherwise represented. The GLT should therefore be someone with experience and knowledge relevant to the circumstances of the incident.

Even if a ROC has not been established, there should be a response manager on duty and based away from the SCC to assist the GLT all the time they are attending the SCC.

cont...

GLT Roles and Responsibilities

- 9.5 Government Liaison Officer (GLO) at GOLD
- Lead the liaison team, including resource
 - Attend GOLD meetings and represent Central Government (CG) department's interests as required
 - Offer available GO/CG assistance
 - Receive requests for CG assistance and advise CG in relation to the requests
 - Government Liaison Officer (GLO) at Recovery Co-ordinating Group (RCG)
 - Attend RWG meetings and represent CG department's interests as required
 - Offer available GO/CG assistance
 - Receive requests for CG assistance, and advise CG in relation to the requests
 - GLT Support Officer
 - Assist GLO(s) in providing their functions
 - Provide specialist knowledge if required
 - May be from an external agency.

Terrorist Incidents

- 9.6 In the event of a terrorist incident, the Home Office assume the role of Lead Government Department and will appoint Home Office Government Liaison Teams (HO GLT). The role of the Home Office GLO in terrorist incidents, and where the GO role fits into these arrangements, is detailed in the Home Office Counter Terrorism Manual which has been issued to all UK Police Forces.

Regional Civil Contingencies Committee (RCCC)

- 9.7 Role of the RCCC

The role and responsibility of the RCCC and its associated roles and functions is detailed in 'Emergency Response and Recovery'.

The RCCC is a multi-agency group made up of senior officers from across the region. Its role is to assist central government and local responders with the management of a large scale or widespread crisis in the region.

The RCCC can be invoked at three levels:

- Level 1 – to discuss an imminent threat or rising tide incident
- Level 2 – to discuss the response to an incident affecting the whole or a large part of the region
- Level 3 – the administration of Emergency Powers.

Recovery

- 9.8 The GO Role in Recovery

Although the GO response will be led by the RRT and supplemented by other relevant staff, the GO involvement in recovery will be led by the locality teams. This allows the RRT to regroup, review and prepare for the next response.

After the floods in the Thames Valley during the summer of 2007, the GO role was to provide information on properties affected. This allowed funds to be paid to local authorities via a Flood Recovery Grant which was set up specifically to provide financial assistance for that event. (The Bellwin Scheme is the most common mechanism for reimbursing emergency responders for the costs of responding).

Section 10

Military

10

Military Aid to the Civil Authorities (MACA) in Surrey

10.1 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 Power (MACP). For example, the contingency plan to reinforce Surrey Police responding to terrorist activity.

Military Aid to the Civil Community (MACC). Flooding on the Thames in 2007, where the Military was prepared to protect Critical National Infrastructure. MACC can be further 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.

10.2 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.

10.3 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.

cont...

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.

Costs

10.4 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.

Section 11

Media relations

- 11.1 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.
- 11.2 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.
- 11.3 The agency that will take the lead for media management has been identified in advance and is detailed in the LRF Gold Protocol.
- 11.4 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.
- 11.5 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.
- 11.6 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.
- 11.7 For very high risks, specific media plans have been developed.

Section 12

Communication systems

General

- 12.1 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.

SurreyAlert secure extranet

- 12.2 SurreyAlert is an inter-agency tool that allows the emergency services, local authorities and health agencies within Surrey to exchange information electronically on a secure extranet. The extranet, which will be activated if requested should a major incident be declared, includes a system for managing incidents (including incident summary, incident log and a geographic information system) and an emergency contacts database.

SurreyAlert 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.

- 12.3 SurreyAlert also has a public website which can be updated with specific information about an incident when available and authorised for release. Public Relations Officers within Surrey Police manage the public website. The public website address is **www.SurreyAlert.info**

Radio Amateurs' Emergency Network (RAYNET)

- 12.4 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.
- 12.5 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.
- 12.6 Surrey Police or Surrey County Council's Emergency Planning Unit will request RAYNET's help if necessary.

Emergency telecommunication

- 12.7 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.

ACCOLC (Access Overload Control)

- 12.8 The Access Overload Control (ACCOLC) system is a government-authorised scheme in which the major mobile telephone companies can reserve available network cells for pre-registered emergency responders' use during a Major Incident.

ACCOLC will be replaced by an updated system called MTPAS (see below). Therefore further applications for ACCOLC enabled mobile phones will no longer be accepted.

ACCOLC will only be considered for cases of extreme national urgency. The Strategic Co-ordinating Group will consider whether ACCOLC is required and will make the application to Central Government. Should the system be activated, any mobile telephone calls should be as brief as possible.

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Mobile Telecommunication Preference Access Scheme (MTPAS) (Expected go-live date: January 2009)

- 12.9 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.

Government Telephone Preference Scheme (GTPS)

- 12.10 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.

Fixed Telephone Preference Access Scheme (FTPAS)

- 12.11 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.

Satellite Telephones

- 12.13 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 Surrey Alert and is maintained by the LRF business support group.

Communications Protocols

- 12.14 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.

Section 13

Health and safety

- 13.1 An appropriate health and safety management structure will be enforced. Responsibility for health and safety of staff at a Major Incident rests with each agency. The Fire and Rescue Service is responsible for safety management within the inner cordon and advice given by them must be acted on by all emergency services.
- 13.2 Responding agencies may wish to assign a health and safety professional to the scene as soon as possible to advise their respective tactical commanders, carry out on-site risk assessments and identify control measures and safe systems of work.
- 13.3 At the beginning of an incident all three emergency services may be working within the Inner Cordon. All personnel in the Inner Cordon should be aware of the emergency evacuation signal – repeated short whistle blasts – and associated muster point(s). Fire and Rescue Service personnel will monitor safety conditions within the Inner Cordon and can initiate the evacuation signal. The Inner Cordon controller must brief all personnel entering the cordon to ensure that they know about this signal (see paragraph 5.10 and 5.11).

Factories and other industrial sites

- 13.4 A number of industrial sites in Surrey use a range of potential hazards including substances that are flammable, reactive, explosive or toxic. Sometimes the hazards are multiple (e.g. flammable and toxic) and may involve corrosive or radioactive materials. The Control of Major Accident Hazards (COMAH) Regulations 1999 require that a limited number of these locations have their own site-specific emergency plans.
- 13.5 In the context of COMAH incidents, the term ‘Major Accident’ is used by those agencies involved and should not be confused with the term ‘Major Incident’. A Major Accident necessarily entails the invoking of the COMAH plan. ‘Major Accident’ means an occurrence (including in particular a major emission, fire or explosion) resulting from uncontrolled developments in the course of the operation of any establishment and posing serious danger to human health or the environment. This perceived danger can be immediate or delayed, inside or outside the establishment, and involving one or more dangerous substances.
- 13.6 Enforcing authorities, including the Health and Safety Executive, will need access to such locations following Major Accidents and may need to gather evidence.
- 13.7 Fire and Rescue Service HazMat officers can provide tactical advice for dealing with hazardous materials and are mobilised to all confirmed chemical incidents. At radiation incidents HazMat officers will adopt the role of Radiation Protection Supervisors while the Scientific Advisor will perform the role of Radiation Protection Advisor in accordance with the Ionising Radiation Regulations 1985.

Railway incidents – safe systems of work

- 13.8 The safety of personnel is paramount when working on or near railway tracks.
- With regard to rail accidents, the rail infrastructure controller has a key responsibility in terms of site safety and must interact with the emergency services.
- 13.9 Personnel must not begin working on any track until Network Rail officials confirm that all rail traffic has been stopped and that the power has been isolated.
- Personnel must always wear high-visibility clothing when working on or near the track and the number of personnel working at the scene should be kept to a minimum.
- 13.10 There are many potential dangers when working in a railway environment. Emergency services’ personnel should not go on or near the line except in an emergency. Services should follow existing agreements with railway operators.

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- 13.11 A request for trains to be stopped and/or 'power off' should be passed through the appropriate rail infrastructure control via the emergency services' control rooms or the on-site rail incident officer (RIO). This same control will confirm that the request has been carried out.
- A request for 'power off' should also include 'trains stopped' and state the area for which this is requested. 'Power off' averts the danger of electrocution, but it must be realised that merely having the power switched off may not have the effect of stopping trains
 - As soon as the power is turned off trains operated by electricity will coast to the nearest station, should signalling allow
 - Diesel powered trains, for example, are not dependent on electric power but often run on the same track as electrified trains.
- 13.12 It must be made clear which rail organisation controls the track involved. Network Rail controls the largest amount of railway, so on Network Rail-controlled infrastructure Network Rail will be the lead authority for the railway industry during rail incidents and will protect the scene in consultation with the emergency services. The rail representative on site is the RIO.
- 13.13 Generally, one or all, of the following three levels of control can be introduced as protection for the site of a railway incident
- Level I – slowing trains by running them at caution
 - Level II – stopping trains by use of signals
 - Level III – switching off electricity supply.
- 13.14 It is obviously dangerous to enter the vicinity of the railway because of the railway equipment, electrified lines, overhead power and the movement of trains.

Railway Industry

- 13.15 To ensure an effective response to an incident on the rail network, the railway industry can provide input on:
- Safety of personnel
 - General site safety
 - Specialist information on rolling stock and infrastructure (tunnels, services etc)
 - Specialist input to investigation
 - Recovery equipment (either owned or under contract)
 - Emergency evacuation signal.
- 13.16 Personnel should not begin working on any track until Network Rail officials confirm that all rail traffic has been stopped and that the power is isolated.
- 13.17 As soon as possible, Surrey Fire and Rescue Service will appoint Safety Officers to ensure that safe working practices are followed. The Safety Officers' role will be to make sure that:
- When trains are still running, personnel keep a safe distance between themselves and the railway line
 - Trains are stopped if personnel are working close to the track area
 - All operations are carried out, with safety being the most important consideration
 - Personnel are evacuated if there is immediate danger
 - Network Rail is informed before anyone goes onto the track area.

Section 14

Investigation

Court action

- 14.1 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.

Preserving evidence

- 14.2 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.
- 14.3 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.
- 14.4 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.
- 14.5 Normal and aerial photography, both video and stills, can help in recording the scene throughout the incident.
- 14.6 British Transport Police (BTP) will lead in railway incidents other than those relating to murder or terrorism. Where the incident is of such a scale or there are special reasons, a joint team of BTP and local police may be formed.

Records

- 14.7 Each agency may have different criteria as to what is 'admissible evidence'. The Police will need to gather evidence of the highest standard for court and will insist that all evidence is left in place unless the threat to life prevents this.
- 14.8 All personnel must keep accurate records of activities at the scene to be produced when needed and all original documentation and notes made must be retained. The police can provide advice in this regard if required.

Section 15

Support from the voluntary sector

General

- 15.1 Major Incidents can overstretch the resources of emergency services and local authorities. The value of extra support from the voluntary sector has been shown on many occasions.
- 15.2 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:

Welfare

- 15.3 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.
- 15.4 Voluntary organisations include:
- Citizens Advice Bureau
 - National Voluntary Civil Aid Services (CIVAID)
 - Women's Royal Voluntary Service (WRVS)
 - Salvation Army.

Social and psychological aftercare

The Surrey Trauma Support Service will decide what is needed.

- 15.5 Activities include:
- Befriending
 - Providing psychological first aid
 - Providing longer-term support.
- 15.6 Voluntary organisations include:
- Samaritans
 - CRUSE – bereavement care
 - Salvation Army
 - Trauma After Care Trust (TACT)
 - Disaster Action
 - Victim Support.

Medical support

- 15.7 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.

cont...

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

Communications

- 15.9 Activities include the provision of:
- Radio communications;
 - Vehicles
 - Messengers.
- 15.10 Voluntary organisations include:
- Radio Amateurs' Emergency Network (RAYNET).

Documents and record keeping

- 15.11 Activities include:
- Tracing people – nationally and internationally
 - Logging and diary procedures
 - Computer support (where available).
- 15.12 Voluntary organisations include:
- Women's Royal Voluntary Service (WRVS)
 - Salvation Army
 - National Voluntary Civil Aid Services (CIVAID)
 - British Red Cross.

Search and rescue

- 15.13 Activities include:
- Carrying out rescues on inland waterways.
- 15.14 Voluntary organisations include:
- Thames Rescue Service.

Section 16

Further reading

This publication cannot be held responsible for the information contained in and links as detailed below.

A Guide to the Surrey Trauma Support Service

- 16.1 The aim of the Trauma Support Service (TSS) is to provide specialist social and psychological support in the aftermath of a Major Incident. A Guide to the Surrey Trauma Support Service describes how the TSS is organised and how it can be activated. You can get a copy from Surrey County Council's Contingency Planning Unit.

Emergency Response & Recovery: Decontamination of People Exposed to Chemical, Biological, Radiological or Nuclear (CBRN) Substances or Material: Strategic National Guidance

- 16.2 This online document provides an agreed set of principles, common terminology and a shared understanding of each organisation's roles and responsibilities. It is specifically designed to help responding organisations to deal more effectively with dangerous material that has been released deliberately. Further information can be found at:
<http://www.ukresilience.gov.uk>.

Surrey Churches' Major Incident Plan

- 16.3 The Surrey Churches' Major Incident Plan is designed to help the different faith communities respond to official requests for spiritual comfort and guidance to those affected by a Major Incident, and for the provision of longer term comfort to those in need. The faith communities work with Services for Families and other agencies. You can get a copy from Surrey County Council's Contingency Planning Unit.

Section 17

Glossary

Access Control Point (ACP)	Access Control Point. Organisations other than emergency services will also need to get to the scene and would enter via the ACP.
ACCOLC	Access Overload Control. A government-authorized 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.
Acute hospitals	Hospitals with accident and emergency facilities designated to initially handle casualties following a Major Incident.
Ambulance Control Point	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).
Ambulance Incident Officer	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.
Ambulance Loading Point	An area, preferably hard-standing, close to the Casualty Clearing Station, where the injured are put into ambulances for transportation to hospital.
Ambulance Parking Point	A place near the scene of a Major Incident where arriving ambulances can park and avoid congestion at the site entrance or Ambulance Loading Point.
Assembly Point	An area to which evacuees and survivors will be directed before 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.
CHEMET	A scheme run by the Meteorological Office, providing information on weather conditions as they affect an incident involving dangerous materials.
Children’s Services	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.
Command	The authority for an agency to manage its resources (both personnel and equipment).
Control	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.
Control room	Centre for controlling movements and activities of officers and equipment of each emergency service.
Controlled area	Area contained in the Outer Cordon, which may be divided into geographical sectors.
Cordon	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.
Dynamic risk assessment	The continuing assessment of risk carried out in a rapidly changing environment.
Emergency Control Centre	Control room from which the local authority can manage and co-ordinate their action.
Emergency Planning Officer (EPO)	The emergency on-duty contact within Category 1 responders.
Equipment Point	The point where all equipment will be assembled before use.
Family Liaison Officer (FLO)	Police liaison with bereaved families.
Fire Incident Commander	The Fire Service officer controlling all Fire Service activity at the incident scene.
Fixed Telephone Preference Access Scheme (FTPAS)	Currently under development by BT, this scheme will eventually replace GTPS.
Forward Control Point	The control point nearest the scene of the incident, responsible for immediate deployment and security of the scene.

Friends' and Relatives' Reception Centre	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.
Government Telephone Preference Scheme (GTPS)	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.
HazMat	Hazardous material.
HEMS	Helicopter Emergency Medical Services.
Identification Commission	Decides on the criteria for identifying bodies.
Incident Control Point	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.
Incident Liaison Officer	A local authority officer at the Incident Control Point, providing a direct link between local authority emergency control centres and the Tactical Co-ordinating Group. Other agencies may also have Incident Liaison Officers.
Incident Officer(s)	Commanding officers of the various services at the scene.
Lead Local Authority	Co-ordinates the response of all local authorities involved.
Local authority	Term used throughout this plan to describe both district and borough councils.
MACA	<p>Military Aid to the Civil Authorities: A term used to describe all types of military help, including:</p> <p>Military Aid to the Civil Communities (MACC) – help in an emergency.</p> <p>Military Aid to the Civil Ministries (MACM) – e.g. help when there is threat of industrial action.</p> <p>Military Aid to the Civil Powers (MACP) – help to the Police.</p>
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.
Mobile Medical Team	Doctors and nurses sent to a Major Incident scene from a hospital assigned by the Ambulance Service.
MPTAS	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.
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.
RAYNET (Radio Amateurs' Emergency Network)	A nationwide voluntary group capable of providing emergency radio communications.
Receiving Hospital	A hospital chosen by the Ambulance Service to receive casualties in a Major Incident.
Rendezvous Point (RVP)	A point where all resources arriving at the Outer Cordon are sent for logging, briefing, equipment issue and further deployment.
Rest Centre	A pre identified building used by district councils to temporarily accommodate evacuees.
Satellite Telephones	A network allowing critical responders last resort telephone capability should all other lines of communication fail.
Scene Access Control Point	Access point at the entrance to the Inner Cordon, through which everyone who needs access to the scene is checked.
Senior Investigating Officer	Senior Police Officer appointed to take responsibility for the police investigation.
Senior Supervising Pathologist	Supervises post-mortem examinations.
Services for Families	Formerly known as Social Services and since restructured to form Services for Families and Children's Services. Provides first response to a 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	Manages the National Health Service (NHS) locally and is the main link between the Department of Health and the NHS.
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.

FOURTH EDITION

Surrey Major Incident Plan



Surrey's
Local Resilience
Forum