

MAJOR INCIDENT PLAN



MAJOR INCIDENT PLAN

- RESTRICTED -

October 2008

MOD200007893

MAJOR INCIDENT PLAN

Contents

Introduction	3
Definitions & activation protocol	4
Police Priorities – Strategy	5
Guidance for locating Forward Control and RV points	6
Action Sheets	
First officer at scene	7
OCU Duty Inspector – Initial Silver Commander	9
Suggested Bronze Command Roles:	
• Scene	12
• Forward Control Point (FCP)	13
• Evacuation	14
• Cordons	17
• Rendezvous Point (RVP)	18
• Traffic Management/Exclusion	20
• Survivor Reception Centre	21
• Major Incident Documentation Team (MIDT)	22
Operations Centre (Silver Control) RAD	24
Silver Commander	26
Force Communications Centre Duty Inspector	28
What happens next?	29
Glossary of Terms	31

MAJOR INCIDENT PLAN

Introduction

This document is a simple, easy to read list of actions to enable an effective initial police response to a major incident. It is a generic set of principles that can be applied to any emergency, of any nature, at any location in the West Midlands.

Although the plan directs the 'police' response, it has been written to dovetail with the responses from all of our partner agencies – who will be involved alongside us at every stage of the major incident.

It is based on guidance contained within the ACPO Emergency Procedures Manual and the Civil Contingencies Act 2004, and has been written taking account of the operational lessons learned at a variety of major incidents around the country. It focuses on actions rather than theory or background reading which, if required, can be obtained from a variety of other sources.

It provides a range of options to guide officers and commanders through the early stages of that incident, to support the effective establishment of 'control' at the earliest stage of the emergency – utilising the recognised command structures from Bronze, through Silver to Gold.

It offers operational guidance for staff that will fulfill roles from the first officer(s) or PCSOs arriving on the scene, up to the Silver Commander and Force Communications Centre Duty Inspector.

It does not outline the actions that will be taken by specialists who will be asked to carry out roles for which they have received specialist training, such as Casualty Bureau managers and Disaster Victim Identification (DVI) teams. Nor does it provide the considerations for those who will fulfill the roles of Gold Commanders or Senior Investigating Officers, as they will be afforded time and specialist advice that may not be immediately available to the initial responders.

Because initial responders will not have the luxury of time, it is critical that we quickly seek to restore a sense of order and control over the incident. We will be relying on our staff to remain calm and professional when all around them is in disarray. To support them, managers and supervisors must lead by example and provide clear instructions to all those involved in a major incident – our colleagues, partners, communities and the media.

When this plan is used, it will call for the utmost professionalism from us all, whatever our role and whatever our rank. The reputation of West Midlands Police and the trust and confidence that our communities have in us, will hinge upon our response to the emergency.

MAJOR INCIDENT PLAN

Major Incident – definition (from ACPO Emergency Procedures manual)

Any emergency that requires the implementation of special arrangements by one or more of the emergency services, the National Health Service (NHS) or the Local Authority for:

- The initial treatment, rescue and transport of a large number of casualties
- The involvement, either directly or indirectly of large numbers of people
- The handling of a large number of enquiries likely to be generated from both the public and the news media, usually to the police
- The need for the large scale combined resources of two or more of the Emergency Services
- The mobilisation and organisation of the emergency services and supporting organisations e.g. Local Authority, to cater for threat of death, serious injury or homelessness to a large number of people

A Major Incident can be declared by any of the emergency services, the NHS or the Local Authority.

Critical Incident – a ‘police only’ term, defined as:

“Any incident where the effectiveness of the police response is likely to have a significant impact on the confidence of the victim, the family and/or the community.”

Activation – When will we use this plan?

Some incidents may be deemed as a major incident from the outset, for example a terrorist attack. Other incidents may initially be dealt with as a routine incident, but develop into a major (or critical) incident when the scale or size of the incident begins to unfold.

This plan will provide some guidance for officers managing situations that are not ultimately declared ‘major incidents’, but due consideration should be given at a very early stage as to whether or not a major incident should be declared. Doing so may focus the minds of all responders, and put in place a framework of support that will allow the incident to be managed more effectively.

MAJOR INCIDENT PLAN

Police Priorities – Strategy

When a major incident occurs an initial strategy will need to be developed (and should be recorded for audit purposes) at the earliest possible stage, until Gold is activated and the Gold Commander approves or amends any initial strategy.

The following **bold text** is suggested as the initial strategy – for dealing with the incident. These are listed in priority order, with the supporting text taken from the ACPO Emergency Procedures Manual.

- **Save life.** Save and prevent loss, or further loss, of life in conjunction with the other emergency services and any other relevant organisations.
- **Maintain a safe working environment.** Consider the health and safety and ensure the safety of police personnel deployed at the incident.
- **Protect the public.** Provision of warnings, advice and information to the public.
- **Co-ordinate the multi-agency response** to the incident.
- In so far as saving of life permits, secure, preserve and **protect the scene.**
- **Investigate the incident**, obtaining and securing all available evidence in conjunction with other investigative bodies where applicable.

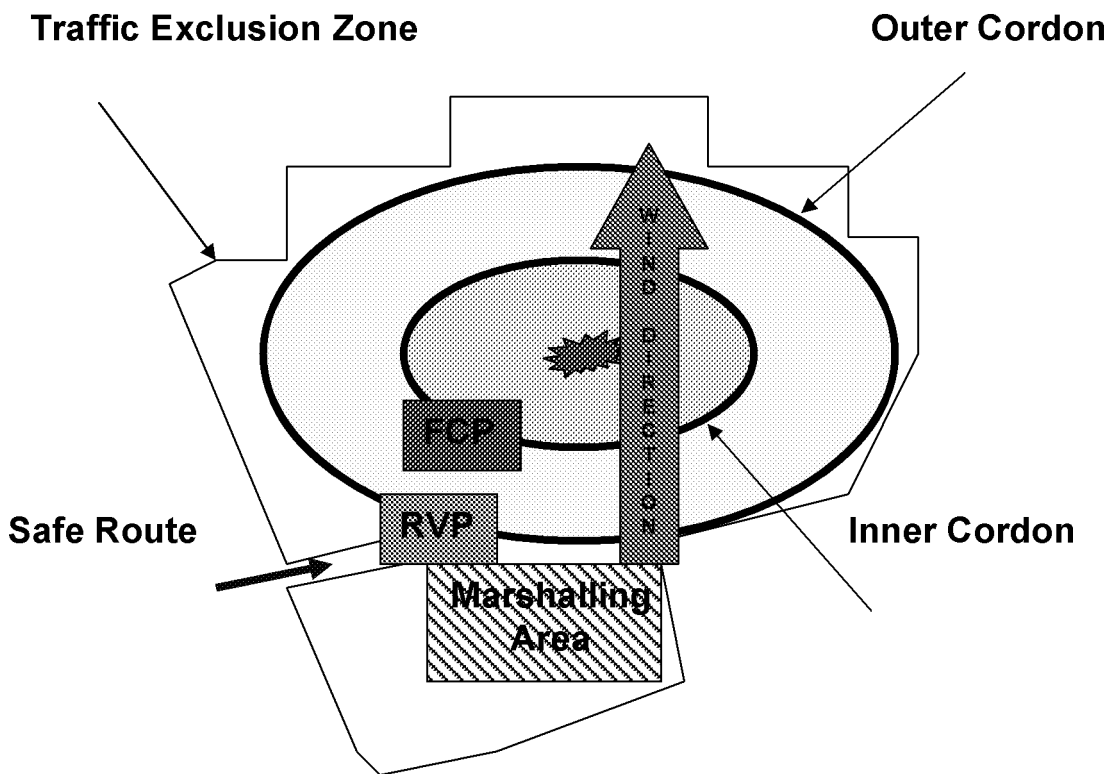
This strategy will allow aims and objectives (a tactical plan) to be clearly defined to allow the initial response. In time, the strategy will be revised to include the following:

- **Body recovery.** Recover the deceased in a dignified manner, which ensures the integrity of their identification; and without undue delay, assist the Coroner to identify victims and inform the next of kin as soon as possible.
- **Humanitarian assistance.** Reassure survivors and their families; assist in establishing appropriate support systems.
- **Family Liaison.** Establish an effective and appropriate family liaison strategy.
- Ensure an **appropriate response to the media**, which is open, factual, accurate and seeks to reassure those directly involved and the public in general.
- Strive to minimise the impact on the whole community, working with all relevant agencies to **return to normality** as soon as possible.

The police are responsible for coordinating the response to major incidents and should retain primacy. They will be supported by partner agencies and other specialists – some of whom may have key roles in the early stages, e.g. in dealing with fire or rescuing casualties. The incident should be treated as if it were a crime scene and be policed accordingly.

MAJOR INCIDENT PLAN

Guidance for locating Forward Control and RV points



This is 'best case scenario' and assumes that resources are immediately available.

- Inner Cordon** The area within should be treated as if it were a crime scene – other than for rescue/life saving activity, nothing should move into or out of this area. In simple terms: the bigger the cordon – the better!

- Outer Cordon** Will provide a 'sterile' zone outside of the inner cordon, to keep the public and the media away from police/partner agency activities.

- Traffic Exclusion** Implemented to keep traffic away from the outer cordon.

- FCP** **Forward Control Point.** This can be the gateway from the outer cordon area, into the inner cordon. It should be agreed with other emergency services, and ideally co-located with those services.

- RVP** **Rendezvous Point** for agency resources arriving on scene.

- Marshalling area** Suitable parking facilities for large numbers of responding vehicles/appliances, ideally adjacent or near to the RVP.

- Safe Route(s)** Through the traffic exclusion area to the RVP/marshalling area.
 NB When the RVP & marshalling areas can be located within the outer cordon (subject to various conditions depending on the incident), the cordon & traffic exclusion zones will offer some security to vehicles yet to be deployed to the scene.

MAJOR INCIDENT PLAN

First Officer/Resource at Scene

Responsibility: assess and inform

1. **Consider your personal safety** – and that of other officers/staff. Remember – this could be the result of a terrorist act! Consider the possibility of secondary devices – and the need to search Rendezvous/Forward Control Points
2. **Assume initial command of the incident** – and make contact with the other emergency services already at the scene.
3. **Do NOT get involved in rescue work** – you may be putting yourself at risk and you will be more effectively deployed in coordination of the response at this stage. Other agencies have the equipment and training to carry out rescue duties.
4. Consider the following ‘**Safety Triggers for Emergency Personnel**’ (STEP 1 - 2 - 3)

STEP 1 – 1 casualty – normal police response

STEP 2 – 2 casualties – reason(s) unknown

- (i) Report arrival
- (ii) Approach with caution
- (iii) Consider all possibilities
- (iv) Remember your safety
- (v) Give an update using CHALETS

STEP 3 – 3 or more casualties – reason(s) unknown

- (i) Do not go immediately to scene
- (ii) Go to safe RVP
- (iii) Give an update using CHALETS
- (iv) Await further instructions

3 or more unexplained casualties could be an indication that the incident is of a Chemical, Biological, Radiological or Nuclear (CBRN) nature, if this is the case consider the wind direction.

Fire and Ambulance Service colleagues have some monitoring equipment that may identify the presence of a radiological source. If the presence of chemical or biological agents are suspected (or radiological sources that cannot be identified by initial monitoring), the Fire Service can deploy Detection, Identification and Monitoring (DIM) teams to give an initial indication of the substance/source.

The initial police response will be based upon DIM team guidance, as mobilisation of any police CBRN responders (and CBRN Silver Commanders) will take some time.

5. Assess, record and report to the Ops Centre using the mnemonic **SADCHALETS**:

Survey the scene

Assess the incident

Disseminate the following information:

MAJOR INCIDENT PLAN

Casualties – *numbers, fatalities, injured, condition, at scene or elsewhere.*

Hazards – *fire, flood, weather conditions, terrain, chemical and potential etc.*

Access and egress – *how can they be gained, best route, where is it etc.*

Location – *exact location.*

Emergency services required – *are they present or have they been notified.*

Type of incident – *fire, bomb, chemical release, vehicles etc.*

Start a log & consider 'safety' – *record details and think about safety.*

6. **Request the attendance of a supervisor.**
7. **Establish a Forward Control Point (FCP)**, if safe to do so. Until relieved by a supervisor, you should maintain radio link with the Operations Centre and advise them of developments.
8. **Priorities** – if possible, decide on what you are trying to achieve, and the reasons why. This can be a simple set of initial aims and objectives – which reflect any initial strategy (page 5) – and will need to be done in liaison with other responders e.g. fire and ambulance services.
9. **Request and deploy resources** – in order to make a reconnaissance of the scene/area, initiate a cordon and preserve the scene, establish an initial traffic exclusion zone around the site and/or identify potential witnesses.
10. **Briefing** ensures that any staff deployed are properly tasked.
11. **Consider declaring a Major Incident** – may focus the minds of all responders, and put in place a framework of support that will allow the incident to be managed more effectively.
12. **Create an incident/scene log (MK24)** – arrange for the creation of a written log at the scene, detailing personnel present and actions. All entries should be timed and dated, initially a PNB will be sufficient in the absence of a MK24.
13. **Identify an initial Rendezvous Point (RVP) for incoming resources.** Consider vulnerability, accessibility and the need to search any RVP for secondary devices or other hazards.
14. **Handover** – pass control of the incident to a senior officer. Take further actions at their direction; this could be as the supervisor's staff officer or loggist.

MAJOR INCIDENT PLAN

First Supervisor on Scene/OCU Duty Inspector

'Initial Silver'

1. **Check** what has already been put into effect by the first officer(s) on the scene (see action sheet 'First Officer/Resource at Scene' (pages 7 & 8). Consider the health and safety implications of deploying additional police officers and staff, and/or keeping those already deployed at the scene.
2. **Consider** – could this be the result of **terrorist act**? If so, consider the possibility of secondary devices – and the need to search Rendezvous/Forward Control Points.
3. **Take tactical command of the incident** as the initial 'Silver' Commander, relieving any earlier officers who may have assumed this role. Advise the OCU Operations Centre (Silver Control) and other emergency services at the scene of this fact.
4. **Consider the best location to command the incident**. At the scene you will be able to liaise directly with other emergency services, appreciate the exact nature of the incident – and the implications – and provide visible leadership to police officers and staff already there.
5. **Declare a Major and Critical Incident** – if not already done.
6. **Inform the OCU Duty Superintendent** and request that they make their way to the Silver Control room and take on the role of Silver Commander upon arrival there. Out of office hours, this may take some time! Be clear who has command!
7. **Ensure the Force Communications Centre (FCC) is aware** and fully apprised of the incident, so that the FCC Inspector can make early arrangements to activate and open Gold Command. The FCC will act as an initial 'Gold' control and will support resourcing requests.
8. Consider deployment of a **Bomb Threat Response Vehicle (BTRV)** to the scene (if appropriate to the incident). The remit of the BTRV is to:
 - Attend credible bomb threats/suspect devices when Bomb Disposal are asked to attend
 - To ensure incidents are dealt with properly as per initial guidelines
 - Support OCU supervision, ensuring correct action prior to the arrival of Bomb Disposal
 - To help control the scene until the arrival of SO13 or Forensic Scene Investigators (FSI), if required.
9. **Establish a Forward Control Point (FCP)** or review its location if already established by previous officers or other agencies. This should normally be where other emergency services 'control' vehicles (FCPs) are situated.
10. **Appoint a staff officer** – you are likely to be overwhelmed with different people 'needing' to speak with you. This will include police officers and staff, other first responders and probably the media. Support from someone who can field these requests will prove invaluable, and will allow you some 'thinking time'.

MAJOR INCIDENT PLAN

11. **Keep a policy log (MK25)** consider appointing a separate loggist or ask your staff officer to record your decisions and the rationale supporting them. These may be difficult to recall some time later if you do not keep a record. The OASIS incident log is NOT the best means for recording these decisions.
12. **Define and record the strategy for dealing with this incident** – decide on what you are trying to achieve, and the reasons why; and record these facts. See page 5 for guidance.

NB While the strategy may focus on police roles and priorities, it MUST be a fully coordinated, multi agency response to the incident. Liaison with all other agencies throughout the response is essential.

If a strategy (or list of priorities) has already been defined by previous officers, review that strategy and ensure it is appropriate. The strategy should be regularly reviewed throughout the incident.

13. **Define the tactical plan** (aims and objectives) in accordance with the strategy, to allow each supervisor (Bronze Commander) to implement the appropriate tactics. Make a record of this decision and supporting rationale.
14. **Appoint and deploy appropriate Bronze Command resources** – in the early stages of the incident these Bronzes are likely to be a number of staff from the affected OCU. Consideration should be given to requesting additional supervisors from neighbouring OCUs and/or force resources to fill these roles.

These Bronze Commanders will support you as the initial Silver commander and their deployment follows the recognised command protocols. This will also simplify the changeover to appropriately trained 'commanders' when they arrive at the scene.

The nature of the incident will tend to dictate the roles that will need to be filled. The following list is for guidance; It is not prescriptive and is by no means exhaustive.

- Bronze Scene
- Bronze Forward Control Point (FCP)
- Bronze Evacuation (if necessary/appropriate)
- Bronze Cordons
- Bronze Rendezvous Point (RVP)
- Bronze Traffic Management/Exclusion
- Bronze Survivor Reception Centre
- Bronze Major Incident (Hospital) Documentation Team(s)

Each 'Bronze' role has supporting action sheets (pages 12 - 23) with considerations for their role.

15. **Brief Bronze Commanders** as appropriate in their roles and the delivery of tactics – for example in defining the size of an area to be evacuated – in accordance with the overall strategy.

MAJOR INCIDENT PLAN

16. **Request 'mobilisation' of additional police resources** to support the Bronze Commanders (as above). This may be from force resources (e.g. OSU, dogs, Force Traffic, CMPG), through the 'immediate deployment' option (from neighbouring OCUs), primary mobilisation, regional or police national mobilisation – or a combination of all of these.

You should also consider what specialist police resources can support you in your role e.g. a tactical advisor.

17. **Allocate arriving resources to Bronze Commanders** in accordance with the priorities identified in the tactical plan. In the initial stages, it is likely that you will need to prioritise competing demands for limited police resources.
18. **Request additional specialist resources from other agencies** as required, depending on the nature of the incident e.g. bomb disposal.
19. **Press & Media.** Consider compiling an initial press holding statement, with partner agencies where applicable. Request the attendance of the duty or on call Press & PR Department representative.
20. **Consider activation of Silver Control** and the command structure to police this incident. This may be at the OCU Operations Centre or the nearest available Silver Control facility. It may be appropriate to consider asking the FCC to divert all other OASIS incident logs to a neighbouring OCU until the incident is resolved, scaled down, or silver control is properly staffed.
21. **Keep the OCU Operations Centre and FCC informed** of developments. Ask OCU RADs to familiarise themselves with the actions on sheet 'OCU Operations Centre Staff' (pages 24/25) and be prepared for further instructions.
22. **Communications.** Keeping staff informed and regularly updated – even if only to advise that 'nothing has changed' – will help the management of the incident (and frequently comes up at debriefs as a source of consternation).

Informing staff of what they can tell the public (and the press) – in line with any press holding statement – will usually lead to greater cooperation.
23. **Welfare.** Consider the well being of all police officers, staff and any partners who are supporting police roles. Food and drink should be requested early – staff are likely to be deployed for some time. Where possible, the means to take regular comfort breaks should be provided.
24. **Handover** – pass control of the incident to the appointed Silver Commander. Take further actions at their direction; this could be as their staff officer.

MAJOR INCIDENT PLAN

Officer in Charge of the Scene

'Bronze Scene'

1. **Attend the location and check** what has already been put into place by the Duty officer (initial Silver Commander; take briefing/direction from them. Ensure actions are in accordance with the overall strategy.
2. **Undertake measures immediately necessary to safeguard the public** (in liaison with the Silver Commander) and prevent any further escalation of the incident.
3. **Liase with senior Fire and Ambulance officers.** Fire Service Commanders will advise on rescue procedures and evacuation of the area if necessary. Ambulance Service Commanders will advise on treatment and removal of casualties from the scene to designated hospitals. N.B. Deceased victims should remain at the scene.
4. **Appoint an officer to manage a scene log (MK24).** Keep a record of who is granted access to the scene, and the reasons why. This document could become a policy log for recording your decisions and the rationale supporting them – to allow or deny access – in the absence of a staff officer maintaining a separate policy log.
5. **Protect the scene and maintain the integrity of criminal evidence.** The area within the cordon is likely to be subject to investigation by the police and/or any number of additional agencies. It should be treated as a crime scene. Other than to save lives and rescue the injured, no unauthorised person nor item or object should move in or out of the cordoned area. Liase with 'Bronze Cordons' in order to ensure uniformity of action and rationale.
6. **Police Powers** (derived from the Terrorism Act 2000) to designate cordons around the scene may need to be considered to protect the scene. Full details are included under 'Bronze Evacuation' (page 14).
7. Consider arranging for **screening** to hide the scene from public/press view.
8. **Review** the adequacy of the **traffic control** arrangements in liaison with Bronze Traffic Management Officer. Control numbers of emergency vehicles at the scene and do not allow them to "saturate" the area unnecessarily.
9. **Regularly review** the need for existing resources to remain at the scene (inside inner cordon), in conjunction with other emergency service commanders.
10. **Advise the OCU Operations Centre** of actions so far.
11. **Request appropriate resources** for your role, police and/or other specialists can be called upon through the FCC (or Gold Control) via the OCU Operations Centre (Silver Control). Brief and deploy resources in accordance with the tactical plan.
12. **Consider a 'sweep' of the scene** (with appropriate resources) when search and rescue is completed, to 'clear out' other workers/personnel who remain.
13. **Handover** – pass control of the scene to a relieving officer. Take further action as directed by the Silver Commander.

MAJOR INCIDENT PLAN

Forward Control Point (FCP)

'Bronze FCP'

1. **Attend the location and check** what has already been put into place by the Duty officer (Silver or Incident Commander); take briefing/direction from them. Ensure actions are in accordance with the overall strategy.
2. **Establish a Forward Control Point (FCP)** or review its location if already established by previous officers, other emergency services or agencies.
3. **The FCP's location** A location from which the police will lead and co-ordinate the initial multi-agency tactics in order to manage the incident. It should be:
 - **At or near the scene**, close enough to the scene to maintain command but divorced from actual working teams, and ideally agreed with other emergency services.
 - **Accessible**, ideally adjacent to the safe approach route – with sufficient room for the siting of several emergency service command (FCP) vehicles.
 - **Searched** to identify present and potential hazards; this is particularly relevant if dealing with an explosion, where secondary devices may have been placed.
 - **A point of contact** with all other agencies. Multi Agency Airwave radios – for use by fire, ambulance, Local Authority staff and other agencies as required – are available at Park Lane and can be delivered to the scene, upon request via the FCC.
 - **Visible** – and prominently signed. The deployment of X-ray Two as a dedicated police FCP vehicle (from Park Lane) should be considered. Similar vehicles are also available upon request via the FCC.
 - **Secure** – from the media and any possible terrorist or other criminal activity.
 - **Reviewed regularly** throughout the incident.
4. **Appoint an officer to maintain an incident (scene) log.** Keep a record of resources arriving at the FCP; deploying into and returning from the scene (inner cordon); and those leaving the FCP.
5. **Consider appointing a Staff Officer** to maintain a separate policy log – recording your decisions and rationale supporting them.
6. **Inform the OCU Operations Centre** of exact location of FCP and actions so far.
7. **Request appropriate resources** for your role, police and/or other specialists can be called upon through the FCC (or Gold Control) via the OCU Operations Centre (Silver Control).
8. **Handover** – pass control of the FCP to a relieving officer. Take further action as directed by the Silver Commander.

MAJOR INCIDENT PLAN

Officer in charge of Evacuation

'Bronze Evacuation'

1. **Determine the size of cordons/evacuation zones** – in consultation with the Duty Officer (Silver Commander) – who will have already determined that an evacuation is necessary, and is in accordance with the overall strategy. Liaise with the officer in charge of cordons (Bronze Cordons), if appointed.

The minimum recommended distances for suspected Improvised Explosive Devices (IEDs) are as follows:

100 metres – small packages/briefcase/holdall	}	and out of line of sight
200 metres – large packages/suitcase/small vehicle	}	from device, avoiding
400 metres – larger vehicle based devices (vans etc)	}	glass fronted buildings

NB In a city centre environment, detonation of a large vehicle based device (in excess of 750 kg of explosive) is likely to cause damage and injury up to 1600m (one mile) away from the device. Incidents other than those involving IEDs or explosions will require different evacuations dependent upon the circumstances of that event.

2. **Consider police powers.** Section 34 of the Terrorism Act 2000 grant police powers to designate cordons to investigate terrorist incidents (defined simply as '*an investigation of an act which appears to have been done for the purposes of terrorism*').

This would include the need to evacuate any area after a terrorist incident – to maintain the integrity of evidence left behind – or before any secondary device (or attack) is initiated.

The section details the power to designate a 'cordoned' area – normally issued by a **Superintendent**, but can be a Constable if they consider the need to be 'urgent'. The decision will need to be recorded and signed by the authorising officer. The maximum duration for a cordon is 14 days.

Section 36 of the Terrorism Act 2000 creates offences to deal with persons who fail to (a) leave cordoned areas; (b) move vehicles; (c) comply with order controlling access to the cordoned area; or (d) leave premises wholly/partly adjacent to the cordoned areas.

Other than the above, there is no other statutory power to enforce a cordon, but police officers have a common law duty and power to take reasonable steps to preserve life and protect a crime scene. Any infringement of officers' attempts to preserve the scene (or protect life and/or property) could be seen as an attempt to obstruct an officer in the execution of their duty – thereby creating separate offences and affording additional powers.

3. The **OASIS mapping facility** in the Operations Centre is able to identify the required area for evacuation with printable maps available. A map showing the extent of the cordons should be attached to any authority granted under Section 34 of the Terrorism Act.

MAJOR INCIDENT PLAN

4. Consider where evacuees will go to. Initial **Evacuation** and/or **Survivor Reception Centre(s)** should be identified and clearly communicated to all involved. This will provide temporary accommodation for evacuees until the Local Authority can open a Rest Centre, and allow for initial information (evidence) gathering from survivors and witnesses.

REMEMBER: SURVIVORS MAY BE WITNESSES; THEY MAY BE OFFENDERS!

5. **Consider road closures** to facilitate the evacuation, and **mark evacuation zones clearly** – police tape can be used in the absence of something more permanent. Work in conjunction with Bronze Traffic Management, where appointed. Inform the Local Authority and other agencies as necessary.
6. **Request appropriate number of resources** to support the evacuation.
7. **Consider the need for a staff officer** – you could be overwhelmed with different people ‘needing’ to speak with you, in person, on the telephone and via Airwave radio. This will include police officers and staff, other first responders, residents and occupants, the Local Authority and probably the media. Support from someone who can field such requests will prove invaluable, and will allow you more ‘thinking time’.
8. **Keep a policy log** and consider appointing a separate loggist. This individual can record your decisions and the rationale supporting them. These may be difficult to recall some time later if you do not keep a record. The OASIS incident log is NOT considered the best means for recording these decisions.
9. **Be positive and act responsibly** – but accept that you may not be able to carry out a full evacuation. People will take their lead from you. Ensure people know what they need to do and what powers they do or do not have. **Brief staff and give them clear instructions**. Call upon other supervisors (where available) to assist. Delegate some tasks to others. Make best use of all available resources – there will not be as many people as you would like.
10. **Warn and inform the public and effect the evacuation** as soon as possible. Use whatever resources are available, to clear the area as quickly and as safely as possible. This could be:
 - Police officers or staff, or other emergency service personnel
 - Staff from partner organisations/agencies
 - Security guards (through Project Griffin)
 - Automatic alarm evacuation procedures
 - Public address systems (fitted to police vehicles); AO1’s ‘Skyshout’
 - Through the media; BBC, local radio, Central Office of Information (COI) etc
 - Any other means available (Retail Radio networks, VC Relay, Vocal Alert)

Police officers/staff should accompany non-police partners, so as to provide some support, guidance – powers where available – and a communication link (radio).

People should ideally be directed away from a given point (the scene), rather than towards an identified landmark so as not to be directed past the scene.

MAJOR INCIDENT PLAN

11. **Consider people/communities with special needs.** Some of those affected may not speak or understand English. Some vulnerable individuals or groups may need specialist support or transport (from partner agencies) to leave evacuation zones.
12. **Get people out, keep them out, and stop anyone else coming in.** No one should enter the evacuation area. Emergency service or other key personnel that need access should attend the RVP/FCP, and should do so only via identified routes.
13. **Communication – keep all people informed and updated,** as far as practicable. The Operations Centre (Silver Control) and FCC (Gold Control), other Bronze Commanders, police officers and staff, other services and agencies should be properly updated (according to their role). The public, particularly those evacuated (and any who may be later), and the press will also need to be kept informed.
14. Take further action as directed by the Silver Commander.

MAJOR INCIDENT PLAN

Officer in Charge of Cordons

'Bronze Cordons'

1. **Liaise with Bronze Commanders (evacuation/scene/FCP)** and the Duty officer (Silver or Incident Commander), and other emergency services as appropriate to determine (i) what has already been put into place; and (ii) the size/placing of cordons. In railway incidents British Transport Police may control the inner cordon. Ensure all actions are in accordance with the overall strategy.
2. **Establish Inner and Outer Cordons** and mark cordons clearly – police tape can be used in the absence of something more permanent.

Inner cordon: to provide the security of the incident site and must be treated as if it were a 'crime scene'. Only authorised personnel should be allowed access to the inner cordon, through recognised entry points, normally the FCP. As a general rule (when casualty removal is complete) nothing should move inside the inner cordon without the authority of the Senior Investigating Officer (SIO).

Cordon sizes will vary according to the type and scale of the incident and the available resources. As a guide – for an explosion – an inner cordon should be a minimum of 150 metres from the seat of an explosion; more if there is severe damage.

Outer cordon: controls the wider area surrounding the scene (and the inner cordon). Access and exit points must be staffed and persons seeking access scrutinised. The incident Rendezvous Point (RVP) will normally be within the outer cordon, but outside the inner cordon.

3. **Request appropriate number of resources to initiate and enforce the cordon.** Consider the appointment of a staff officer and/or loggist to record your decisions.
4. **Brief officers regarding their duties:**

Cordons are established 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;
- Keep people out, and stop anyone else coming in.

There is no statutory power (except under Section 34 Terrorism Act 2000 – see page 14 for police powers) to enforce a cordoned area, but police have a common law duty and power to take reasonable steps to preserve life and protect a crime scene. Any infringement could be seen as an attempt to obstruct an officer in the execution of their duty.

5. **Review cordon distances.** Are they large enough? Consider extending them.

MAJOR INCIDENT PLAN

Rendezvous Point (RVP)

'Bronze RVP'

1. **Attend the location and check** what has already been put into place by the Duty officer (Silver or Incident Commander); take briefing/direction from them. Ensure actions are in accordance with the overall strategy.
2. **Decide on location for the RVP** or review the location of the existing RVP.
3. **The RVP should be:**
 - **Away from the immediate scene** (inner cordon), and ideally outside of the outer cordon, but could be anywhere that can provide important additional facilities, such as accommodation, telephones, room for briefings, welfare (food, drink and toilet) breaks.
 - **A means to control access to the scene**, via cordon access points and the Forward Control Point.
 - **Accessible** ideally adjacent to the safe approach route. A one way traffic flow system into and out of the RVP should be considered (in liaison with Traffic Bronze).
 - **Be Searched** to identify present and potential hazards; this is particularly relevant if dealing with an explosion, where secondary devices may have been placed. Has this RVP been used before, or is it the 'obvious' choice for an RVP given the incident location?
 - **Large enough** to accommodate large numbers of vehicles and staff, from all services – police, fire, ambulance, army and many other agencies.
 - **Visible** – and prominently signed. If X-ray Two deployed as a police FCP similar vehicles are available upon request via the FCC for the RVP.
 - **Secure** – from the media and any possible terrorist or other criminal activity.
 - **Reviewed regularly** throughout the incident.
4. **Take control of the RVP.** Liaise with other agencies and officers already there. Give clear instructions to all concerned. In time dedicated briefing officers will be required.
5. **Safe routes** to/from the RVP (or more importantly routes to be avoided) should be identified. These safe routes should be included in the OASIS incident log and passed to any unit or resource sent to the RVP.
6. **Request the appropriate number of staff** to support the effective management of the RVP – you need to know who has arrived, who has been deployed, and to where.
7. **Consider a separate marshalling area** where reserve staff and vehicles can await deployment, (with consideration to a one way traffic flow into and out of the marshalling area). The appointment of an officer (or officers) to manage the marshalling area should be considered.

MAJOR INCIDENT PLAN

8. **Specialist Equipment** is available from Park Lane, and includes:
- The Major Incident Trailer, which contains traffic signs, stationery, log books, some safety equipment and other items that may be utilized.
 - Multi agency Airwave radios – for use by fire, ambulance, Local Authority staff and other agencies as required.
 - Dedicated vehicle as an identifiable police RVP; if X-ray Two is already in use at the FCP, we can call upon similar vehicles from CMPG and the Aviation (Airport Police) Unit.
- All requests should be made to the FCC (or Gold Control – when opened) via the OCU Operations Centre (Silver Control).
9. **Maintain a running log.** Keep a record of people/units arriving, available for deployment, being deployed from and/or leaving the RVP. Consider appointing a loggist to keep this record.
10. **Appoint a staff officer**, if possible, to support you and keep a policy log, recording your decisions and any rationale for them.
11. **Group staff and/or officers into teams with a nominated supervisor** (acting or substantive), where possible, according to their likely duties, ahead of them being deploying to the relevant Bronze.
12. **Brief officers** generically with details of the incident, hazards present or potential, health & safety implications, and likely duties to be performed, (until a dedicated briefing officer is appointed). Specific briefings can be given by the relevant Bronze commanders depending upon their role.
13. **Keep people informed**, as far as is possible, with what is currently happening or what is going to happen.
14. **Consider the welfare** of the officers, staff and those partners supporting police roles in the initial stages. Consider food, drink, rest, toilet facilities, and the use of telephones. Don't forget your own welfare requirements!
15. Take further action as directed by the Silver Commander.

MAJOR INCIDENT PLAN

Traffic Management/Exclusion

'Bronze Traffic'

1. **Liaise with the Duty officer** (Silver Commander) and other Bronze Commanders to agree extent of road closures and traffic exclusion zone. Ensure actions are in accordance with the overall strategy.
2. **Prepare a Traffic Management Plan** which should effectively allow for the:
 - Safe management and preservation of the scene
 - Setting up/continuation of cordons
 - Support for any evacuation necessary
 - Access to RVP(s) and marshalling areas by emergency services
 - Access by people living in the area, where possible – if there is no danger
 - Movement of evacuees and authorised persons to designated Survivor and Rest Centres.
3. **Request additional resources/equipment** to facilitate the traffic exclusion zone or traffic management plan. This is likely to be police tape, police vehicles and staff in the initial stages, but barriers and signs can be requested via the Local Authority.
4. **Invoke the Traffic Management Plan.**
5. **Inform the Local Authority** and Highways Agency of what roads have been closed and any diversion routes that are being implemented. Consider the implementation of Green Waves or Green Routes (traffic signal prioritisation).
6. **Inform the OCU Operations Centre** with details of the traffic management plans.
7. **Update MATTISSE and roadside variable message signs**, this can be done via the Operations Centre (Silver Control).
8. **Inform the public.** Information on traffic diversions should be passed to the media for public broadcast. The Local Authority and motoring organisations (Highways Agency, AA and RAC) may be able to assist with suitable signing.
9. **Handover** management of the traffic plan to the Local Authority (or the Highways Agency) when appropriate.
10. Take further action as directed by the Silver Commander.

MAJOR INCIDENT PLAN

Officer in Charge of Survivor Reception Centre(s)

'Bronze SRC'

This should be a secure area where survivors, not requiring hospital treatment, are given first aid, and can also provide temporary shelter for evacuees and witnesses, to allow interview and documentation.

The SRC will provide an initial opportunity to obtain personal details of all those involved in the incident – witness, victim, and possibly perpetrators! These will be collated by the Casualty Bureau (Incident Information Centre), so that 'missing' and 'found' person reports can be cross referenced. Further details can be found in the Appendices.

1. **Establish a Survivor Reception Centres**, in liaison with the other emergency services. This is likely to be a nearby building (such as a hotel, school or sports centre) big enough to accommodate a large number of people – preferably with some facilities such as toilets and telephones.
2. **Safety**. A search of the site should be considered; is it the obvious location, given the nature of the incident? Maintain security of the site throughout.
3. **Liaise with the Local Authority** Emergency Planning Unit, who will need to know that a survivor reception centre has been established. They may have existing plans for Survivor, Rest and Family and Relatives Reception Centres. They can provide assistance for personnel and welfare issues.
4. **Inform the OCU Operations Centre** (Silver control) of the arrangements. Details of the reception centres will be forwarded to the Gold Group for inclusion in the media strategy.
5. **Send police resources** to each centre, in liaison with Silver Control (to include an officer to take initial supervision of each centre where appropriate), to collate details of those affected for onward transmission to Casualty Bureau and maintain security of the centre.
6. **Deploy Major Incident Documentation Team(s)**, where possible, to the centre(s) to secure personal details of all involved (use blue coloured 'survivor/evacuee' forms, contained within each OCUs Major Incident Documentation Team box).
7. Arrange for delivery/collection of **Major Incident Documentation Team Box** from OCU Headquarters – or make the request of a neighbouring OCU. Further/additional documentation is held on Major Incident Trailer, which is available from Park Lane.
8. **Consider special needs**, such as people with disabilities or people whose first language is not English. This may include special transport arrangements such as Local Authority social services, or taxis and buses equipped to cater for people with mobility problems.
9. **Consider** welfare and refreshment facilities for staff, as well as the public.
10. **Keep people informed** – regular updates, even to confirm nothing has happened or changed will be important to all involved.

MAJOR INCIDENT PLAN

Major Incident Documentation Team(s)

Bronze MIDT

This role of the teams is normally performed by CID staff although some training has been delivered to uniformed OCU Sergeants. A single team would normally be made up of 1 Sergeant & 4 Constables, although several teams may be deployed to one or more casualty receiving hospitals and survivor reception centres.

1. Ensure that the **Major Incident Documentation Team Box** is collected from the OCU and delivered to the designated hospital.
2. **Familiarise yourself with MIDT box instructions**, a copy is included in each documentation box (kept on OCU).
3. **Contact the Casualty Bureau Manager** – when activated/opened. Give names of team(s) and contact telephone numbers.
4. **Liaise with hospital and casualty staff** on matters relating to documentation and identification of casualties.
5. **Allocate the following duties** (some of these functions may be combined at the discretion of the Team Supervisor, dependent upon circumstances):
 - **Documentation Liaison Officer** to maintain a link with casualty bureau, receive completed casualty record forms, check for accuracy and forward details to the Casualty Bureau. Reports may be faxed or, in the event of disrupted communications, be couriered to the Casualty Bureau.
 - **Communications Officer** to maintain a communications link with Silver Control and log all relevant messages received and transmitted.
 - **Documentation Officer(s)** to work alongside hospital documentation staff and complete the 'Casualty Record Form' in respect of ALL casualties – issuing wristbands to casualties whose details have been recorded. Hand completed forms to the liaison officer. Update liaison officer with any amended information for onward transmission to the Casualty Bureau.
 - **Property Officer** to record and store property brought in with casualties if:
 - i) They are unidentified and die
 - ii) The property is required for forensic examination
 - iii) They are suspected of involvement in crime
 - iv) The property does not belong to the injured person
(Hospital staff will undertake safekeeping of casualties' property).
6. **Consider evidence recovery.** Request a Forensic Scene Investigator to attend at the hospital, if appropriate, to obtain samples from casualties clothing, etc.
7. **REMEMBER: Casualties may be witnesses; they may also be offenders.**
8. **Safety & Security.** Consider additional security at the hospital if requested.

MAJOR INCIDENT PLAN

9. **Keep the Casualty Bureau informed & updated;** it will only function effectively if it is provided with accurate information. Every effort should be made to obtain sufficient information to enable next of kin to be informed as soon as possible.
10. Assume responsibility for persons who are dead on arrival or die at the hospital and liaise with the Mortuary Documentation Officer. If the mortuary is not yet open the Casualty Bureau manager must be informed of all deceased at the hospital personally by the documentation team leader(s).
11. If resources or time permits, be prepared to let (additional) officers complete Casualty Bureau missing person enquiry form using details provided by friends or relatives of missing people who may attend the hospital searching for their loved ones. Completed reports must be faxed or couriered through to Casualty Bureau.

MAJOR INCIDENT PLAN

OCU Operations Centre – RAD

‘Silver Control’

1. **Deploy a first officer/resource** – unless already at the scene – considering health and safety implications. See page 7 for ‘first officer’ guidance
2. **Gather information** on the incident in line with the mnemonic **S.A.D.C.H.A.L.E.T.S.**
3. **Consider local OCU hazards** – e.g. Control of Major Accident Hazards (COMAH) sites and their impact upon the incident. Consider specific OCU plans (where available) and the impact on incoming officers/staff not familiar with the site(s).
4. **Inform the Duty Inspector** and ask them to attend/lead the response.
5. **CHECK what has already been done.** Use relevant action pages as checklists; prompt the appointed officers and/or commanders if actions have been missed.
6. **Declare a major incident and inform FCC** – if not already done.
7. **Deal with this incident ONLY** – this is a major incident. Ask the FCC to inform the neighbouring OCUs and send other logs to them.
8. **Act as Silver Control.** Is your Ops Centre capable of managing this incident as a Silver Control? If not, arrange for a dedicated Silver Control to be activated.
9. **Communications.** The OCU talk group (radio channel) will probably be used in the first instance, but the early set up of dedicated operational and command channels should be considered – to support the set up of the recognised command structure. Bronze Talk Group 278 is immediately available for spontaneous incidents.
10. **Seek extra staff in Silver** – more staff will be required.
11. **Consider activation** of relevant **AIMS plan(s).**
12. **Resources.** FCC will be able to provide support from HQ resources (OSU, Dogs, Helicopter, Firearms etc), neighbouring OCUs (immediate deployment option), and the force (mobilisation plans). Additional arrangements should be made on OCU to utilise all available OCU resources.
13. **Inform Duty Superintendent**, directed by the Duty Inspector, if not already aware.
14. **Inform OCU Planner.**
15. **Contact the Press Office.** Ask them to identify a press liaison officer, who should attend Silver control. Out of hours, contact should be made via the FCC. If an evacuation is necessary, the Press Office can ensure the immediate broadcast of a suitable evacuation message to local radio stations.
16. Consider asking FCC for use of X-ray 2 for use as a mobile Forward Control Point, and the Major Incident Trailer, if not done already.

MAJOR INCIDENT PLAN

17. **Contact other agencies** as appropriate. These will vary depending on the location and nature of incident. It may be advisable to prioritise your requirements, i.e. *'what agencies need to be informed at this particular time?'*

The following list is a guide to the agencies whose assistance might be useful to this policing operation. Consider whether it may be beneficial – after liaison with the Silver Commander – to have some of these agencies present in Silver Control:

- **West Midlands Fire Service/Ambulance Service** – if not already aware.
- **Local Authority's** Emergency Planning Officer.
- **City Centre Management Company** (if applicable – may control CCTV, tannoy/PA systems and have control of wardens, etc.)
- **BTP** and/or **Network Rail**.
- **Health Protection Agency**. They will be able to co-ordinate the response by the Health Service and in the event of a CBRN incident provide advice to Silver. Should there be any requirement to evacuate a hospital they will be able co-ordinate the response.
- **Bus/Train Operators** – Travel West Midlands and/or Centro.
- **Highways Agency** who are responsible for the motorway and trunk road network.
- **Utilities** (Gas, Electricity, Water & Telephone operators).
- **Environmental Monitoring and Response Centre (EMARC)** for advice (under the **CHEMET** scheme) on the plume (chemical pollution) produced by any explosion: 01344 860665.
- **Meteorological Office** for advice on the weather conditions, primarily concentrating on the wind direction at the time of calling – and in the coming hours. A similar facility is available through the Fire Service – **FIREMET**.
- **Military Aid** – Bomb Disposal or other agencies, as necessary.

18. **Other considerations...**

- **CCTV evidence capture**. Local details of any cameras (police or private) that cover the scene/area will prove valuable to the investigation and should be secured. Post incident deployment of police CCTV should be considered e.g. 'headcams' or those systems fitted to police vehicles.
- **Multi Agency Airwave** terminals are held at Park Lane. These can be issued to emergency service colleagues and/or partner agencies during the incident, to ensure that a co-ordinated response to the incident takes place.
- **Publicise information** – inform the public and partners as appropriate through available means – KIN network, VC Relay and Vocal Alert Network (text/mobile phone information).

19. Consider welfare of all staff involved in policing incident, including 'Silver' staff and those of the wider police family (Neighbourhood Wardens, Project Griffin volunteers, etc.)

MAJOR INCIDENT PLAN

Silver Commander – OCU Senior Manager

'Silver'

1. **Briefing.** Get a detailed briefing from the previous incident officer (Silver); this will probably have been the Duty Inspector. Establish what has already been put into place so far.
2. **Take Command of the incident** as the 'Silver' Commander, relieving any earlier officer who may have assumed this role.
3. **Declare a Major Incident** – if not already done.
4. **Ensure the Duty Assistant Chief Constable has been informed.** Take instructions from the duty ACC – who will act as the Gold Commander – and **agree (or review) the Strategy** for dealing with this incident.
5. **Define (or review) tactics for delivering the strategy.** Inform relevant parties of any changes. Record the decision (and rationale).
6. **Consider declaring this a terrorist incident** under the Terrorism Act 2000 – if appropriate – to allow police powers to designate cordons. Full details are outlined on page 14 under 'Bronze Evacuation' considerations.
7. **Keep a policy log.** Policy decisions (and the rationale supporting them) may be difficult to recall some time later if you do not keep a record. The OASIS incident log is NOT considered the best means for recording these decisions. If you are a Silver Firearms Commander trained in the conflict management model you may consider the use of the continuous threat assessment working strategy template to help you with this.
8. **Review the positioning of Silver Control.** It is appropriate for this operation? Is the OCU Operations Centre properly equipped to act as a Silver Control, or does an alternate location provide better facilities?
9. **Consider a Multi-Agency Silver.** Should the Silver Commanders from the other emergency services or partner agencies all be in one place? Coordinate and record minutes/actions from regular silver level inter-agency meetings.
10. **Appoint a Silver support team.** This may include a Silver coordinator, staff officer, a tactical advisor, a logistic and logistical support as necessary.
11. **Review the appointments of Bronze Commanders.** Are there enough, are there too many?
12. Use **Bronze Commander action sheets as a checklist** of actions completed so far; prompt the appointed commanders if actions have been missed.
13. Ask **Bronze Commanders to review their deployments/resources** and positions of FCP/ RVP.

MAJOR INCIDENT PLAN

14. **Intelligence.** What is available? What else can be obtained or established? Who can be tasked to seek more?
15. **Consider Health & Safety** implications for all staff deployed to this incident, whether at the scene or elsewhere.
16. **Request additional police resources** as necessary, to take on additional Bronze roles or to support the Bronze Commanders in delivery of the tactical plan. This will be through the FCC until Gold Control is opened.
17. **Prioritise competing demands for police resources.** In the early stages you are unlikely to have sufficient resources to properly carry out all functions.
18. **Request additional specialist resources as required** depending on the nature of the incident e.g. a CBRN trained Silver commander.
19. **Liaise with the Duty Detective Superintendent,** agree the appointment of a Senior Investigating Officer (SIO) and make contact with them.
20. **Consider the early appointment of a Senior Identification Manager (SIM).**
21. **Open Casualty Bureau.** In consultation with the SIO and/or the SIM, contact the Casualty Bureau Manager (via the FCC) and activate its opening.
22. **Integrity of the scene.** Consider a restriction of flying over the area, in consultation with the Gold Commander. This may be for safety or for evidential protection.
23. **Press, Media & Public Relations.** Contact the duty or on call Press & PR Department representative and ask them to attend. Consider compiling an initial press holding statement and public reassurance messages.
24. **Revise strategy and tactics,** and decide what to do next. When it becomes apparent that no further lives can be saved (a multi agency decision; sanctioned at gold group level) then the strategy must be revised for changing priorities. Preservation of the scene, to allow the subsequent recovery and identification of the deceased, and the investigation will take precedence over rescue.
25. **Keep the FCC (Gold Control) informed** of developments.
26. **Welfare.** Keeping officers informed is very important, but consideration must be given for their other welfare needs – toilet breaks, hot (or cold) refreshments, food, contact with home/relatives, and amount of time they have been on duty should be monitored. The welfare of the Silver Control staff should not be overlooked.
27. **Consider Silver Resilience.** Who will take over as the next Silver Commander? This incident may run 24 hours a day for several days (or weeks). Suitably experienced (trained) team of Silver Commanders may be more appropriate than two individuals working 12+ hour shifts.
28. **Defuse and Debrief** – arrange suitable debriefing for all staff.

MAJOR INCIDENT PLAN

FCC Duty Inspector

'Gold'

1. **Declare a major incident** if not already done. **Activate** any relevant **AIMS plan(s)**.
2. **Redirect other incident Logs**. Inform the OCUs neighbouring the OCU where the incident has occurred and send other logs to them.
3. **Act as Gold Control**. Activate call out procedure for Gold Control and nominate a RAD to send to Gold Control (when open).
4. **Mobilise supporting police resources** as requested (until Gold Control is open).
5. **Inform the Duty ACC**, and other senior officers as necessary: Duty Superintendent (Operations); Duty Detective Superintendent (Crime Support); Duty Officer Counter Terrorist Unit; Duty CBRN Silver.

Take further action directed by Silver/Gold Commanders (until Gold opened).
6. **Activate opening of Casualty Bureau** – as directed by Silver, SIO or SIM.
7. **Contact the Press Office**, unless done by OCU. Ask them to identify a liaison officer(s), who should attend Silver and/or Gold control(s).
8. **Mobilise X-ray 2 & Major Incident Trailer**. X-Ray 2 should be deployed early to establish an easily identifiable FCP, consideration should be given to using appropriate police drivers if using pool drivers would cause delay. The Major Incident Trailer should be deployed via the Park Lane Duty Transport coordinator.
9. **Consider alternate support vehicles**: CMPG incident command unit (OT99) and/or Aviation Unit (Airport Police) command vehicles.
10. **Liase with Ambulance Control** and ascertain which designated hospitals are being used; inform the relevant OCU to dispatch a documentation team(s) to the hospital. Ensure Silver control is updated with this information.
11. **Contact other agencies** as necessary.
12. **Inform neighbouring forces** if the incident is near to the force boundary.
13. Consider **contact** with on-call **Corporate Personnel** officer who will call in the relevant **finance, occupational health, personnel manager** and officers.
14. Give consideration to contacting the on-call IT engineer.
15. **Inform on-call Health and Safety** manager.
16. **Inform on-call Police Federation** (and staff association) officers.
17. **Inform switchboard** to expect a potentially high number of calls.

MAJOR INCIDENT PLAN

What happens next?

Steps to mitigate the risk to 'other people' (not involved by the initial incident, but at risk as a result of it) will usually have been put into place – having been agreed jointly by the emergency services. This may involve evacuation. Local Authorities have responsibility for opening/managing **rest centres** to provide temporary accommodation for evacuees.

Search and rescue will continue – usually by the Fire and Ambulance Services – until all survivors are removed from the scene. The ambulance service will set up triage facilities at the scene – sometimes referred to as the **casualty clearing station** – to make initial medical assessments of casualties. An ambulance loading point will be established, and the Ambulance Service will identify **receiving hospitals** for the emergency. Victims killed in the incident, or who die whilst still at the scene, will be left 'in situ' until a coordinated search of the scene (and body recovery operation) is established.

The force **Press and Public Relations Department** will provide support to both the Gold and Silver Commanders, in developing and delivering the media strategy. This will involve liaison with other service and agency press officers to ensure any press releases are properly coordinated, and represent the multi agency response.

Police will continue to coordinate the response to the emergency. This is likely to involve a variety of partner agencies at both 'Silver' and 'Gold' command levels. The police **Gold Commander** will dictate the overall strategy for dealing with the incident, and will approve the (police) Silver Commander's tactical plan developed to deliver that strategy.

A multi agency Gold group – referred to as the **Strategic Coordination Group (SCG)** – is likely to be established, and may sit at the Strategic Coordination Centre (SCC), at Tally Ho! This is likely to be chaired initially by a senior police officer (usually of Assistant Chief Constable rank), but in time – as the operation moves from the response phase into recovery – the chair is likely to be taken over by someone from the Local Authority.

A cell within Gold (or the SCG) is likely to be established specifically to consider **Health & Safety** implications of deployment or extended deployment at the scene (or elsewhere as a result of the incident).

The early appointment of a **Senior Investigating Officer (SIO)** will be crucial in securing evidence; this is likely to be the case even when the police are not the lead investigating agency. The SIO will probably be a senior detective from either the Major Investigation Unit (MIU) or the Counter Terrorism Unit (CTU) if a terrorist act is suspected. The SIO may be supported by advisors from the Metropolitan Police and the Security Services.

A **Senior Identification Manager (SIM)** will be appointed. They will have overall responsibility for the identification process (of survivors and deceased victims). Their responsibility would include body recovery, casualty bureau, family liaison and the post/ante-mortem teams.

A **Scene Evidence Recovery Manager (SERM)** will also be appointed and will be responsible to the SIM for the recovery of the deceased and human remains and to the SIO for crime scene technical and physical investigation evidence. A **SERM Group** – a multi-agency group of specialist advisors – may be established and will assist in the recovery programme.

MAJOR INCIDENT PLAN

The **Operational Support Unit (OSU)** can provide Police Search Advisors (**POLSA**) ahead of the scene search/recovery phase, and OSU officers are trained as **body recovery teams**. Additional officers and support can be provided (through the Police National Incident Coordination Centre – PNIICC) from other forces. It may also be available from the National Disaster Victim Identification (DVI) team.

Body holding areas will have to be established for bodies removed from the scene, prior to the removal to the mortuary. **Temporary mortuaries** may need to be established if existing facilities cannot cope with the volume of bodies (or body parts) that need to be housed. Local authorities have plans/arrangements to provide temporary mortuaries.

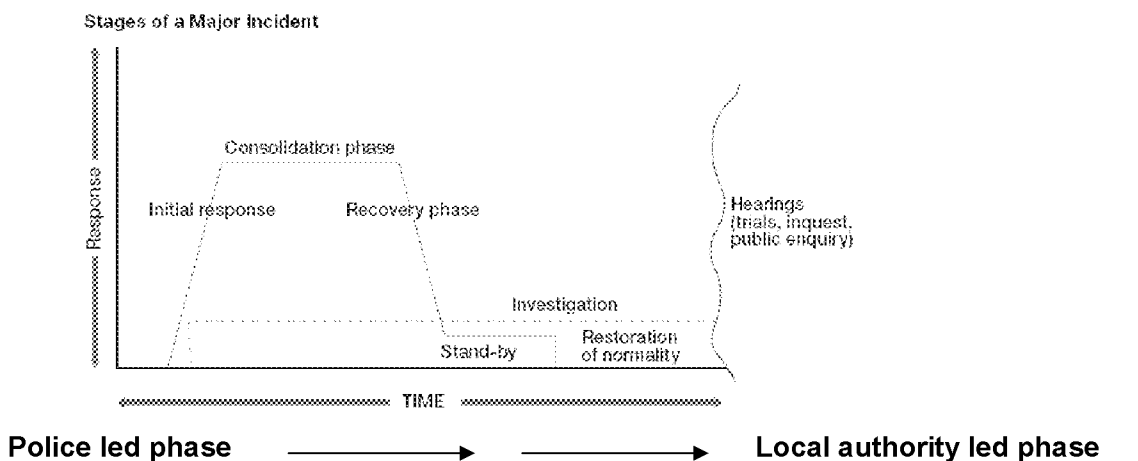
Casualty Bureau (also known as the Incident Information Centre) would be opened and staff will collate and help cross reference details of missing and found persons (both dead and alive). This is likely to involve the deployment of further Major Incident Documentation Teams (MIDT) to hospitals, the initial survivor reception centre and any local authority rest centres.

A **Friends and Relatives Reception Centre (FRRC)** will usually be established to accommodate family members who turn up at the scene concerned for missing loved ones. This will usually be operated by the police – and will provide information about missing persons that can be fed back into the Casualty Bureau.

In time a **Humanitarian Assistance Centre (HAC)** will be established. This is a facility where bereaved families, survivors and anyone else directly affected by an incident can receive information and appropriate support from all the relevant agencies, without the need for immediate referral elsewhere. The HAC will normally be operated by the Local Authority.

Family Liaison Officers (FLO) will normally be allocated to the family of each deceased victim. Multiple appointments of FLOs will be managed by a **Family Liaison Coordinator (FLC)** on behalf of the SIO.

The relevant Local Authority Chief Executive will normally bring together personnel to form a **Crisis Management Team** who will manage and co-ordinate the Local Authority response to an emergency, and move towards the recovery phase (as outlined below).



MAJOR INCIDENT PLAN

GLOSSARY

Ambulance Loading Point

An area, preferably hard standing, in close proximity to the Casualty Clearing Station, where ambulances can be manoeuvred and patients loaded into ambulances for transfer to hospital. Helicopter landing provision may also be required.

Body Collection Point

A point close to the scene where the dead can be kept temporarily until transfer to the mortuary. Ideally the premises should be secure, dry, cool and have ample drainage.

Bronze

Operational commander.

Bomb Threat Response Vehicle (BTRV)

Road Policing Unit staff/vehicles from G1 (Western), F1 (Central) and M1 (Eastern) OCU's who have received specialist training in initial bomb threat assessment and the associated response.

Casualty Bureau

Police central contact and information point for all records and data relating to casualties, evacuees and others affected by the incident.

Casualty Clearing Station

An area set up at a major incident by the Ambulance Service in liaison with the medical incident officer to assess, treat, triage and sort casualties and direct their evacuation (see *Triage*).

CBRN

Chemical, biological, radiological, nuclear – material that has potential to be adapted for use in a terrorist incident.

Chemet

A scheme administered by the Met Office, providing information on weather conditions affecting an incident involving hazardous chemicals.

Command

The authority for an agency to direct the actions of its own resources (both personnel and equipment).

Cordon

The perimeter of an area, for example, the rescue zone or a sector. May be physical or improvised.

DIM Team

The Fire Service's Detection, Identification and Monitoring equipment that can identify a number of chemical, biological and radioactive substances.

MAJOR INCIDENT PLAN

Forward Control Point (FCP)

Each service's command and control facility nearest the scene of the incident – responsible for immediate direction and deployment.

Friends and Relatives Reception Centre

Secure area set aside for use and interview of friends and relatives arriving at the scene (or location associated with an incident such as an airport). Established by the police in consultation with the Local Authority.

Gold

Strategic commander.

Gold Control

A strategic level of management that establishes a policy and overall management framework within which tactical managers will work. It establishes strategic objectives and aims to ensure long-term resourcing/expertise.

Griffin (Project)

The mobilisation of private sector staff – who have received guidance (and fluorescent tabards) – to act as cordon support staff, who will work with police officers and staff, when evacuating large public areas.

Humanitarian Assistance Centre

A sophisticated facility where bereaved families, survivors and anyone else directly affected by an incident can receive information and appropriate support from all the relevant agencies, without the need for immediate referral elsewhere.

Immediate Deployment

The provision of one double crewed car from each neighbouring OCU, or from every other OCU in the force (depending on the scale of the event), to assist an OCU making the request for support. Coordinated by the Force Communications Centre, usually for short term incidents where resources are needed more quickly than a public order (1+7) mobilisation, although in a major event both are likely to be required.

Inner Cordon

Surrounds and protects the immediate scene of an incident.

Major Incident Documentation Team

Team of police officers responsible for completing casualty documentation at hospitals, rest and survivor centres.

Marshalling Area

Area to which resources and personnel not immediately required at the scene or being held for further use can be directed to standby.

MATTISSE

A shared database collating traffic information and publishing it, in real time, to travellers (road & rail) through a variety of means. Police incident (command & control) logs are just one of the sources that update the system.

MAJOR INCIDENT PLAN

Media centre

Central contact point for media enquiries, providing communications and conference facilities and staffed by press officers from all organizations.

Outer Cordon

Seals off a controlled area around an incident to which unauthorised persons are not allowed access.

Police National Mobilisation Plan (PNMP)

A mutual aid plan for sending WMP officers/staff & equipment to forces requiring support and for WMP receiving such aid on a large scale.

Receiving Hospital(s)

Any hospital selected by the ambulance service to receive casualties in the event of a major incident.

Rendezvous Point (RVP)

Point to which all resources arriving at the outer cordon are directed for logging, briefing, equipment issue and deployment. In protracted large-scale incidents there may be a need for more than one rendezvous point.

Resilience Mortuary

A predesignated location, which can be used as a mortuary if the scale of the incident renders existing facilities inappropriate. Such locations require detailed preplanning and will be used at a centre for the examination and identification of the deceased.

Rest Centre

Building designated by the Local Authority for the temporary accommodation of evacuees, with overnight facilities if necessary.

Senior identification manager (SIM)

This officer will have overall responsibility for the identification process and sit on the identification commission. Their responsibility would include body recovery, casualty bureau, family liaison and post/ante-mortem teams.

Senior Investigating Officer (SIO)

The senior detective appointed to assume overall responsibility for all aspects of the police investigation.

Silver

Tactical commander.

Strategic Co-ordinating Group (SCG)

A group comprising senior officers of appropriate organisations which aims to achieve effective interagency co-ordination at strategic level. This group should normally be located away from the immediate scene.

Strategic Holding Area (SHA)

A secondary holding area for mutual aid arriving in force, under the terms of the PNMP.

MAJOR INCIDENT PLAN

Survivor Reception Centre

Secure area set up by the police to which survivors not requiring acute hospital treatment can be taken for short-term shelter, first aid, interview and documentation.

Tactical Holding Area

A final/local holding area mutual aid arriving in force, under the terms of the PNMP, prior to being deployed to the RVP/marshalling area at the scene (or other location).

Tactical Level (silver)

A tactical level of management provides overall management of the response to an emergency. Tactical managers determine priorities in allocating resources, obtain further resources as required, and plan and co-ordinate when tasks will be undertaken.

Temporary Mortuary

Facility accessible from a disaster area designated for temporary use as a mortuary and adapted for post mortem examinations to take place.

Triage

Process of assessment and allocation of priorities by the medical or ambulance staff at the site or Casualty Clearing Station prior to evacuation. Triage may be repeated at intervals and on arrival at a receiving hospital.

X-Ray Two

An ANPR vehicle operated by the Strategic Roads Policing (Force Traffic) Unit with sufficient facilities that can be used to act as a police Forward Control Point (FCP).