

DERBYSHIRE PREPARED



Local
Resilience
Forum

Major Incident Procedures

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Derbyshire
Constabulary



Derbyshire
Fire & Rescue Service
Making Derbyshire Safer



JESIP

JOINT EMERGENCY SERVICES
INTEROPERABILITY PRINCIPLES

Working Together – Saving Lives

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Foreword

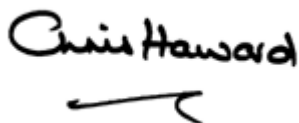
Major incidents and emergencies can happen anywhere at any time. They may occur naturally or deliberately and Derbyshire is not immune to this threat. It is vitally important responding agencies in the county work effectively together to put in place procedures to mitigate the impact of such events on our communities.

There is a long history in the County of multi-agency teams in the emergency planning arena working together. The Civil Contingencies Act 2004 placed emergency planning and preparedness on a statutory footing and brings together a range of responders including the blue light services to build resilience in our capacity to deal with disruptive challenges. Derbyshire's responding agencies need to work closely together to understand their own roles and how they interact with their partners to deliver the best possible response to emergencies and major incidents.

In 2014 a framework of **Joint Emergency Services Interoperability Principles**, known as **JESIP**, was agreed nationally by the three emergency services. JESIP has been embraced in Derbyshire as the keystone for joint working, supporting all our multi-agency contingency plans.

This is the third edition of **Derbyshire LRF's Major Incident Procedures** (adopting JESIP). It is an essential guide to interoperability for all those responsible for co-ordinating the multi-agency response to a major incident at or close to the scene. The LRF's **Strategic and Tactical Management Guide for Major Incidents** is a complementary guide to these procedures. It provides more detail on establishing a strategic co-ordinating group in response to an incident, often best achieved away from the scene to enable access to tactical support and specialist advice. This procedure and the Strategic and Tactical Management Guide should be read in conjunction with each other.

Our previous collaborative approach to contingency planning has served us well. I commend this document to you all as essential reading to enable you to be as prepared as possible when the call comes.



ACC Chris Haward
Chair of Derbyshire LRF

1 Introduction

This document is intended to **guide and inform** all three emergency services, for when each respective organisation is invoking special procedures to deal with a **major incident**.

This document does not replace each emergency service's organisational major incident procedures or processes.

The procedures outlined in this document should act as guidance on established good practice, focussing on **interoperability**, building on the principles of **JESIP** and therefore does not contain detailed instructions. It is intended to achieve a high level of preparedness and understanding of the duties, roles and responsibilities of each emergency service, when responding in a multi-agency major incident environment.

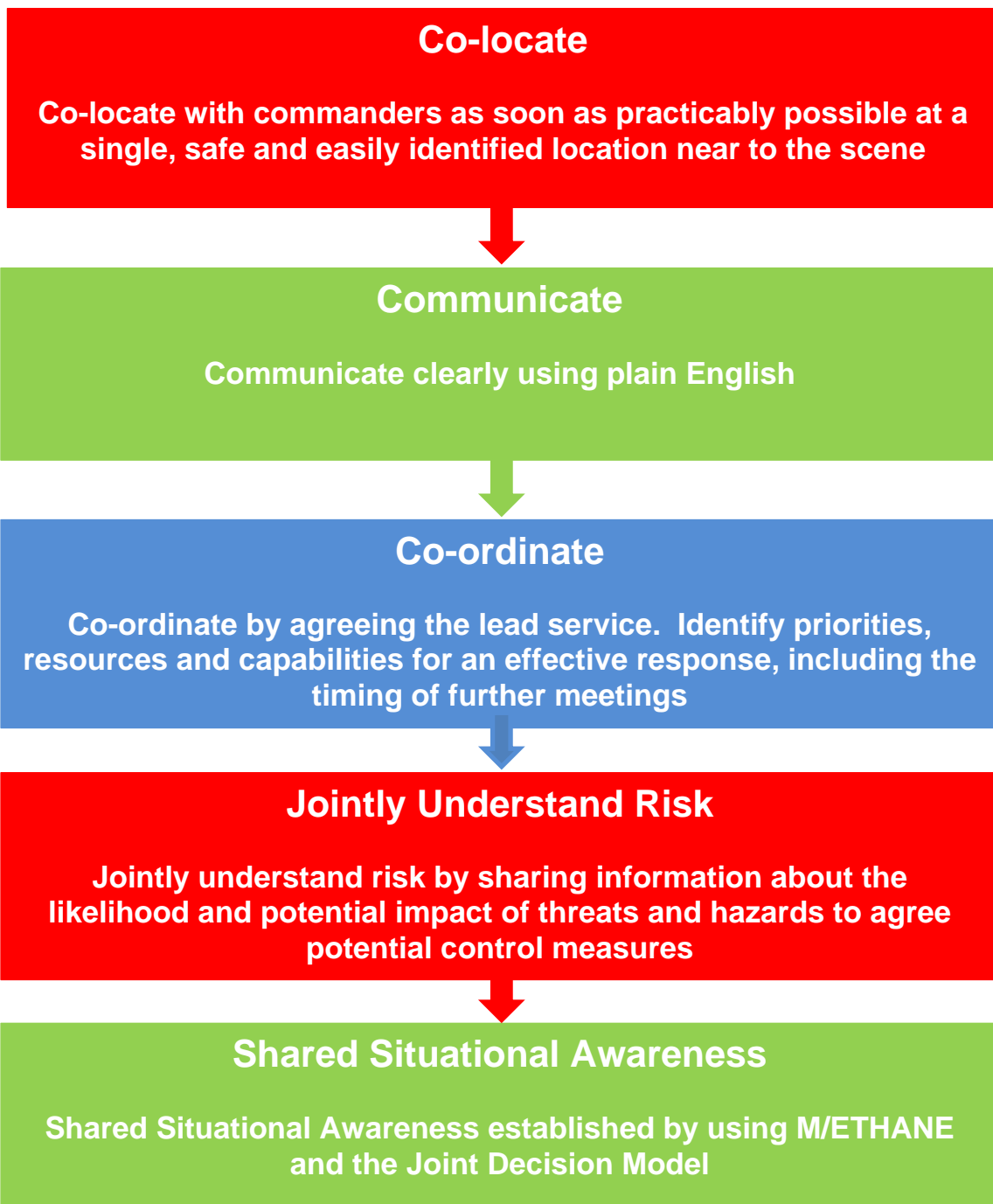
A number of specific emergency plans and joint operating protocols are in place for known hazards or sites within Derbyshire.

This guidance emphasises the necessity to establish liaison between the three emergency services from the onset of an incident and continually throughout at all levels of command. By its achievement each service will be able to carry out their own roles and responsibilities to maximum efficiency as part of a co-ordinated response, which includes the appropriate support of other Category 1 responders.

A formal implementation of these procedures should not be required, but rather should evolve as a result of training and good working practices.

A commanders' aide memoire to JESIP has been issued to key operational and tactical personnel within Derbyshire LRF's emergency services, and should be carried at all times in readiness (see page 26).

JESIP Principles of Joint Working



The JESIP methodology of joint working should be applied to all aspects of the ongoing response to a major incident or emergency and should be regularly revisited by commanders to take account of potential escalation of the incident.

NB: Further reference and explanation of M/ETHANE and the Joint Decision Model are given in later sections of the guidance.

2 Definition

The definition of **major incident** within JESIP principles is:

An event or situation with a range of serious consequences which require special arrangements to be implemented by one or more responder agency.

It is likely to include a combination of, or all of the following characteristics.

- a) The need to rescue, initially treat (which may include decontamination) and transport a large number of casualties.
- b) The involvement either directly or indirectly of large numbers of people.
- c) The need to handle large numbers of enquiries, likely to be generated, both from the public and the news media, usually to the police.
- d) The requirement for a large scale response, using the combined resources of the three emergency services and/or the deployment of specialist resources such as USAR - urban search and rescue; HART - hazardous area response teams; HVPs - high volume pumps.
- e) Localised or widespread disruption for the public and business continuity challenges for responders.
- f) The mobilisation and deployment of resources from supporting responder organisations, both Category 1 and 2. This could include NHS trusts for both acute and primary care or public health advice, local authorities, the Environment Agency, utility industry etc.

It takes time for operational structures, resources and protocols to be put in place to respond to issues such as those listed above. Declaring that a major incident is in progress as soon as possible means these arrangements can be put in place without delay.

The meaning of **emergency** is also defined by the Civil Contingencies Act as:

An event which threatens serious damage to human welfare, the environment or the security of the UK.

It is most likely that a major incident as defined above would also be considered an emergency, meeting this statutory definition.

3 The combined response

3.1 Common objectives

All emergency services and supporting responders deployed to a major incident will be working to these common objectives:

- a) **Saving lives, reducing harm** at the scene.
- b) The prevention of escalation of the incident.
- c) The safeguarding of the environment.
- d) The establishment of **interoperability**, usually involving all three emergency services and other responding agencies leading to multi-agency liaison, to facilitate a joint co-ordinated approach.
- e) The protection and preservation of the scene (see page 13), to facilitate further investigation or inquiry.
- f) The protection of property.
- g) A joint response to the media at the scene including provision of information, advice and where necessary warnings to be disseminated to the public (see page 20).
- h) The maintenance of priority services at an appropriate level, implementing mutual aid arrangements if appropriate.
- i) The restoration of the immediate scene to a high level of safety and normality.
- j) Contribute to debriefing process and subsequent investigation/inquiries.

These common objectives should be achieved in conjunction with the primary roles and responsibilities of each emergency service.

The primary roles can be summarised as follows:

The **police** co-ordinate the activities of all those responding at and around the scene of a disaster. They will establish cordons and identify routes to access and egress the scene to facilitate the work of other agencies. Unless the disaster has been caused by severe weather or other natural phenomena it should be treated as the scene of a crime and preserved accordingly. All scenes of death will require appropriate preservation and recording for the coroner. The police will oversee investigation as necessary and will be responsible for gathering and processing casualty information. HM Coroner will be responsible for investigating the cause of deaths arising from the disaster, and on his behalf the police will appoint a senior identification manager (SIM) with responsibility for identifying the dead.

The first concerns of the **fire and rescue service** are to rescue people trapped in wreckage or debris (taking ambulance service advice on medical priorities) and to prevent further escalation of the disaster by tackling fires and dealing with released chemicals and other hazards. Where appropriate, the fire and rescue service co-ordinates the safety of all those working within the inner cordon.

The **ambulance service** seeks to save life through effective triage of patients and emergency treatment at the scene of a disaster, working with a medical incident advisor (experienced doctors who operate an on-call system for East Midlands Ambulance Service and are available 24/7) and emergency medical teams. They will liaise closely with the fire and rescue service to determine the priority for release of trapped casualties and transport the injured according to priority of treatment to selected receiving hospitals. The ambulance service also has responsibility for decontamination of casualties, supported by the fire and rescue service with specialist facilities, if mass decontamination is required. Further resources available within the NHS can be called upon and deployed to the site.

4 Command and co-ordination

Fundamental to successful command and co-ordination of a major incident will be the liaison involving all emergency services and where needed other responder organisations. This will require a recognised and easily understood structure, based on three levels of command which can be applied to each agency.

These are defined as follows:

Operations	=	Operational commander(s)
Tactics	=	Tactical (incident) commander
Strategy	=	Strategic

4.1 Operational commander(s)

The operational commander(s) will control and deploy the resources of their respective service within a functional or geographical area and implement direction provided by the tactical commander. As the incident progresses and more resources attend the scene, the level of supervision may increase in proportion.

4.2 Tactical commander

The tactical (incident) commanders will usually be the most senior officers of each emergency service within the area of operations and will assume tactical command of the incident within this area.

Command should be exercised from the most suitable points at or near to the scene, to effectively direct the joint response of all emergency services and ensure continual liaison and other factors such as access to communications systems. By using this recognised structure, the emergency services will be able to communicate with each other and understand each other's functions and authority.

It is envisaged that there will always be an incident commander from each service at the scene of a major incident. However, in some circumstances, tactical command may be exercised remotely, for example where there are multiple scenes, mobile threat or significant wider impact. A tactical co-ordination group (TCG) may be established in support of strategic commanders at the LRF's multi-agency strategic co-ordination centre.

It is vital that both operational and tactical commanders of each service are easily identifiable on the incident ground, usually by the wearing of high visibility tabards. However, in public or civil disorder incidents police commanders, for safety reasons, may use alternative identification markings such as colour coded epaulettes or helmet markings

4.3 Strategic

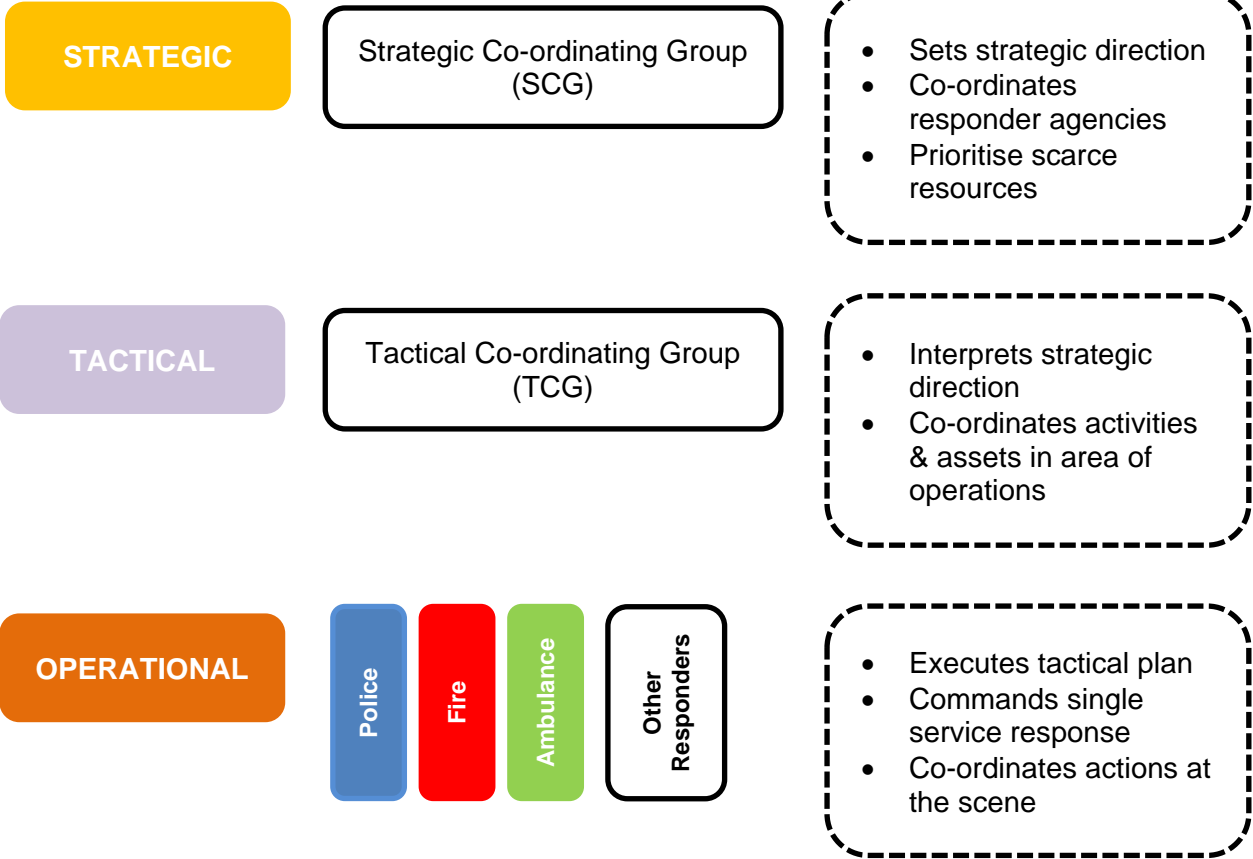
The strategic commanders will have ultimate responsibility for all activity within their own emergency service when deployed in response to a major incident and are responsible for formulating strategy for the overall response. However, not all major incidents will require strategic command and co-ordination

It is not beneficial to exercise strategic co-ordination from the incident site, but rather to form an overall strategic co-ordination team which may operate from respective headquarters or become co-located at the LRF's multi-agency strategic co-ordination centre and form a full strategic co-ordination group (SCG).

NB Refer to the LRF's **Strategic and Tactical Management Guide for Major Incidents** when a full SCG is required.

A protracted major incident may require a more broadly based SCG which includes the chief executive(s) of local authorities and other agencies whose resources and expertise may be required. Meetings of the SCG should be logged to record decisions and tape recorded if possible. The list of trained loggists is maintained by the local authority emergency planning division.

Overarching response structure



5 Scene management

Collective management of the scene of a major incident is integral to the success of each emergency service fulfilling its primary roles and responsibilities. Scene management must be established as a joint process by officers from the initial deployment of each service as soon as is practicable and is integral to interoperability.

Efficient scene management can only be achieved by liaison; therefore, exchange of information from the onset of the incident is vital.

5.1 Initial assessment

An assessment of the scene by each individual service, concentrating on the factors which relate directly to their sphere of operations must be carried out for all incidents and relayed to respective central controls upon arrival at the scene. To embed the process of **shared situational awareness** from the outset, information should be passed between emergency responders and control rooms using the M/ETHANE mnemonic, as follows.

- M** Major incident declared?
- E** Exact location
- T** Type of incident
- H** Hazards present or suspected
- A** Access - routes that are safe to use
- N** Number, type, severity of casualties
- E** Emergency services present and those required

This initial assessment and sharing of information may not be sufficient for effective ongoing interoperability and must be developed to cover the areas which have or can have a direct bearing on the operations of the other services present. In circumstances where a developing incident may initially be assessed as below the major incident threshold, the need to declare a major incident should be regularly re-assessed. Once tactical (incident) commanders are co-located a joint M/ETHANE report should be developed and updated regularly as the incident

progresses and this format can be used to provide a situation report back to control rooms and the wider responding network.

Factors to be considered jointly **or** to be made known to other services are as follows:

Rendezvous point(s)	}	NB: Where it is necessary to leave a vehicle unattended ignition keys must not be removed, radios and emergency beacons must be switched off .
Marshalling area(s)		
Forward/Incident command post(s)	}	Assistance available via local authority emergency planning division or duty officer.
Sectors		
Inner cordon		
Outer cordon		
Off-site implications		
Evacuation or shelter	}	
Requirements for outside assistance		

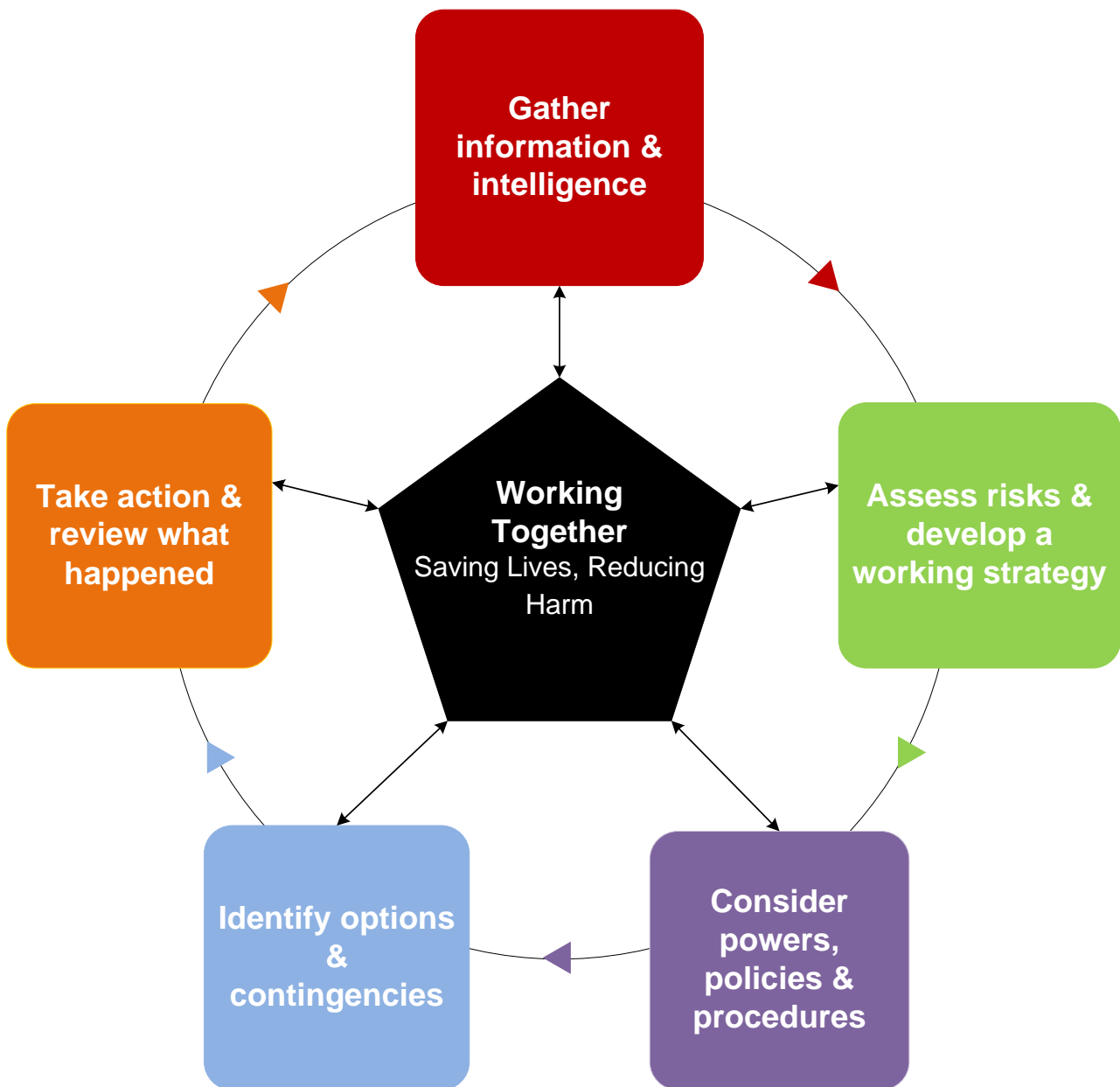
Vehicle control at rendezvous points and marshalling areas is the prime responsibility of the police. The deployment of a liaison officer from each service should be a priority. Early consideration should be given to the space required, based on the number and size of vehicles requested from each service. Egress routes should also be planned to allow ambulance service vehicles to leave the site with casualties.

The incident command post should encompass the need for co-location and to accommodate mobile command units from all three services which should be identified by a flashing emergency beacon. This will form a central point of liaison for tactical (incident) commanders. Safety and potential escalation of the incident should be considered prior to establishment.

5.2 The role of tactical (incident) commanders

Once the incident command post has been established, every effort should be made to ensure that the tactical (incident) commander from each service applies the JESIP **joint decision model - JDM** as a means to constantly make reference to joint objectives and particularly to the joint aim, **working together - saving lives, reducing harm**.

Joint Decision Model



This will enable tactical (incident) commanders to determine the tactics for command and co-ordination of the incident, to exchange tactical and operational information and detail anticipated requirements.

Factors to be considered jointly by tactical (incident) commanders to aid joint decision making at the scene are as follows:

Joint Understanding of Risk

Tactical (incident) commanders must develop a common understanding of risk by sharing information about the likelihood and potential impacts of threats and hazards to agree potential control measures. The following methodology should be applied.

Achieving Joint Understanding of Risk

<p>Identify Hazards</p>	<p>This begins with the initial call to a control room and continues as first responders arrive on scene. Information gathered by individual agencies should be disseminated to all first responders, control rooms and partner agencies effectively.</p>
<p>Carry Out A Dynamic Risk Assessment (DRA)</p>	<p>Individual agencies carry out dynamic risk assessments, reflecting the tasks/objectives to be achieved, the hazards identified and the likelihood of harm from those hazards. The results should then be shared with any other agencies involved.</p>
<p>Identify Tasks</p>	<p>Each individual agency should identify and consider their specific tasks, according to their role and responsibilities. These tasks should then be assessed in the context of the incident.</p>
<p>Apply Risk Control Measures</p>	<p>Each agency should consider and apply appropriate control measures to ensure any risk is as low as reasonably practicable. The 'ERICPD' mnemonic may help in agreeing a co-ordinated approach with a hierarchy of risk control measures: Eliminate. Reduce, Isolate, Control, Personal Protective Equipment, Discipline.</p>
<p>Have An Integrated Multi-Agency Operational Response Plan</p>	<p>The outcomes of the hazard assessments and risk assessments should be considered when developing this plan, within the context of the agreed priorities for the incident. If the activity of one agency creates hazards for a partner agency, a solution must be implemented to reduce the risk to as low as reasonably practicable.</p>
<p>Record Decisions</p>	<p>The outcomes of the joint assessment of risk should be recorded, together with the jointly agreed priorities and the agreed multi-agency response plan, when resources permit. This may not be possible in the early stages of the incident, but post incident scrutiny focuses on the earliest decision making.</p>

On-site Expertise

It should be ascertained at an early stage as to whether any local expertise or knowledge is available which may be beneficial to effective scene management; this may be particularly relevant at a hazardous industrial site. It is essential that such expertise should remain available throughout the incident.

Preservation of Scene

Tactical (incident) commanders must convey the importance of scene preservation from the onset of the incident and brief operational commanders accordingly; this will assist in debriefing and any ensuing investigation/inquiries. Personnel must also be aware that they may be required to give evidence, as witnesses, at any such investigation/inquiries, and that any logs, photographs and/or videos (whether taken for official or unofficial reasons) will be subject to the **rules of disclosure** in any judicial proceedings.

The combined operation of fire and rescue, police and ambulance photographers should be encouraged to record the scene where actual preservation is not possible.

Military Aid to the Civil Authorities (MACA)

A need for military assistance may be identified by tactical (incident) commanders (eg for search and rescue, wide-scale evacuation, large scale logistical needs, specialist resources). This should be referred to the chief constable/NPCC rank officer, or if established, the strategic co-ordinating group to consider the need and authorise as necessary.

Casualty Clearing Station

The locality of the casualty clearing station should be agreed jointly. Certain criteria outlined by the medical incident advisor and ambulance incident commander should be met and must include provision for an ambulance loading point (see page 17).

Media Facilities

Any major incident will attract media attention and an immediate response. At the scene a holding point to give briefings and a vantage point for filming and photography should be considered. A facility for media personnel to receive regular bulletins and hold interviews etc should be provided as soon as possible and in as close proximity to the main area of operations as is safe and practicable (see page 20).

Safety Procedures

Incident commanders must ensure that safety procedures are emphasised to all personnel under their command at the scene.

Basic safety procedures must be understood and followed at the scene of a major incident, and appropriate risk assessments undertaken. Particular attention should be paid to the fire and rescue service **incident command system (ICS)**.

The ICS provides the incident commander with a clear framework to structure, organise and manage an incident. It can be adapted to all types and scale of incident and will help in the deployment and use of resources in an efficient and safe way. The ICS aids health and safety arrangements, including standard operating procedures, tailored to the characteristics of the emergency. This helps the incident commanders to achieve an appropriate balance between the benefits of undertaking planned actions and the risks associated with them, in line with the JDM

Operational responsibility for this system will be taken by a fire and rescue service sector (operational) commander. Armbands and tallies issued by the fire and rescue service must also be used for non-fire and rescue service personnel entering the inner cordon.

Health and safety briefings and debriefings should be undertaken on staff changeovers.

Additionally all personnel must be made aware of the fire and rescue service **evacuation** signal of **repeated short whistle blasts**.

5.3 Ongoing liaison

Ongoing joint assessments and briefings must be held periodically between incident commanders to ensure a response to new developments, escalation or change to operational needs. Consideration should be given at each of these assessments / briefings to re-confirm the joint M/ETHANE report and review the joint decision model in light of the current the situation.

6 Communication

Adequate radio communications facilities exist within each emergency service which allows communication both to respective control centres and within the area of operations. It is however **communications interoperability** which is essential to ensure continuing liaison between tactical (incident) commanders.

Existing radio channels, talkgroups and procedures within each service will remain in use for internal message traffic.

6.1 Interoperability - airwave inter-agency communication

The following process forms an integral part of JESIP and will become a key enabler for the joint decision model to be implemented and kept under review. However, **face to face communication should always be seen as the first option.**



Dos and don'ts when using a multi-agency talkgroup.

- Do use clear and unambiguous speech
- Check understanding
- Do not use acronyms
- Use clear common understandable roles eg Police Incident Commander
- Multi-agency talk groups are not for individual service working but for Incident Commanders communication across the services

Police control will co-ordinate the monitoring and recording of talkgroups including emergency button activations and close the groups down at the conclusion of the incident informing all users.

Primarily the following talkgroups are available for use:

TG Alpha Tag	Purpose
PDRBY SHG1	Sharers hailing group
PDRBY IC1	For tactical inter-agency communication
PDRBY ES1	For operational inter-agency communication
PDRBY ES2	For operational inter-agency communication
PDRBY ES3	For operational inter-agency communication
PDRBY A2G1	For air to ground communication
XDRBY IAT1	All users inter-agency talkgroup

NB: the talk groups are numbered differently on each of the emergency services airwave terminals but the Alpha Tag is the same on all.

7 Casualty clearance

The term **casualty**, when used in the context of a major incident, can be defined as follows:

“Any persons who are directly involved in and affected by the incident.”

They fall primarily into three categories - **uninjured, injured, deceased**.

NB: In certain incidents, a fourth group, **evacuees**, must be catered for in the overall casualty clearance process. Evacuees could have medical needs that deteriorate due to sudden displacement eg medication requirements.

7.1 Casualty rescue

The rescue of injured casualties is the most immediate task of the emergency services, geared towards the JESIP stated aim of **working together - saving lives**.

The movement of the obviously deceased should be kept to a minimum and only to assist rescue, thus preserving the scene to assist in subsequent investigation.

When movement of the injured, or if necessary, the movement of dead bodies (or parts of) occurs, a record of original location(s) should be made, with the use of video or by photograph were possible.

7.2 Triage and casualty clearance

A protracted incident with large numbers of casualties may require the establishment of a casualty clearing station - CasCS. The location of this station will be determined by the ambulance incident commander in conjunction with the emergency services and medical incident advisor - MIA. The location should take account of the need for safety, shelter, warmth, ease of access/egress and where possible should be in close proximity to the area(s) of rescue.

The CasCS will act as the initial reception for **all** surviving casualties, where the **triage** process and consequent tagging will be undertaken by medical personnel prior to the conveyance to hospital by ambulance, or other transport as required. This process is undertaken as a means of prioritisation for treatment and transport on the following basis.

Priority 1 (P1) - Immediate care needed - requires immediate life-saving intervention. Colour code **red**.

Priority 2 (P2) - Urgent care needed - requires significant intervention within two to four hours. Colour code **yellow**.

Priority 3 (P3) - Delayed care (walking wounded) - needs medical treatment, but this can safely be delayed. Colour code **green**.

Dead is a fourth classification and is important to prevent the expenditure of limited resources on those who are beyond help. Colour code **black**.

East Midlands Ambulance Service (EMAS) will be responsible for the co-ordination of health care and response at the CasCS. Further information on the establishment of a CasCS is included in the EMAS Major Incident Plan and NHS Mass Casualty guidance and frameworks. The **ambulance loading point** should be adjacent the CasCS or within the immediate locality for ease of despatch to designated receiving hospitals.

7.3 Survivors reception centre

There may be a number of people directly involved in an emergency but receiving only negligible injuries and/or being affected by shock eg a rail or coach crash. In such cases where hospital treatment is not necessary or immediately necessary a survivors reception centre (SuRC) will be established by the local authority emergency planning division at the request of the police.

A SuRC will be a secure area and will require a network of support staff arranged by the local authority emergency planning division. In addition, however, there may be a need for health care professionals such as paramedics, nursing staff etc; additional police personnel for registration/taking statements and attendance of staff from the crisis support team and Derbyshire Emergency Volunteers, also arranged by the local authority emergency planning division.

In the case of a catastrophic emergency with high numbers of casualties, the need to treat more serious injuries at the SuRC could arise. Medical staff deployed by ambulance trusts could assist in this case.

7.4 Emergency mortuary facilities

A major incident involving a substantial number of fatalities will necessitate the need for an emergency mortuary. To allow the subsequent identification process to run efficiently, a facility capable of holding all the dead at one location should be selected. Specialist staffing, resources and transport from the body holding facility within the area of operations will be required (assistance will be available from the local authority emergency planning division who will, in conjunction with the police and with the agreement of HM Coroner, establish a mass fatalities co-ordination group).

7.5 Casualty bureau

The casualty bureau - CasB, at police headquarters is an integral part of the identification process and will become fully operational to facilitate the logging of casualty data and whereabouts. The CasB will be the central contact and information point for all public enquiries relating to casualties and will collate information from police documentation teams deployed at designated receiving hospitals, and rest/survivors reception centres and emergency mortuary.

8 Media - joint response

A major incident or emergency will attract the attention of the press, radio and television media. The response is likely to be immediate from local reporters and, dependent on the scale and nature of the incident may result in national and international media attention. Implementation of the LRF **Warning and Informing Plan** will aid an effective joint response.

8.1 Initial actions

The initial focus of attention for the media will be the area of operations, and the search for information and briefings will be instantaneous. During this initial period when the build-up of emergency services' resources is taking place it is imperative that an element of control is exercised, as a means of assisting the media. A **media liaison point** should be established as a holding area for accredited media personnel to receive initial briefings, most likely from a police spokesperson. A safe vantage point for photography and filming to take place should also be identified.

Consideration should be given to deploy designated press liaison officers from each service and local authority press officers to the scene at an early stage to assist in media relations. There could also be a requirement to work closely with public relations staff from third party organisations eg a commercial company directly involved.

8.2 Warning and informing

Collectively, the emergency services and other Category 1 responders have a duty to communicate with the public to warn of an incident and advise on what actions are required of people to protect themselves. Engaging with the media from the early stages of an incident can help to achieve a warning capability via their media channels to warn and inform the public who may be affected. The importance and effectiveness of **social media** must also be given priority consideration as a means of rapid dissemination of warnings and signposting to other information channels.

8.3 Media centre

A media liaison point will be adequate in the short-term but must be replaced, particularly for a protracted major incident, by a more suitable facility which will be known as the **media centre**.

The decision to establish a media centre should be a joint one involving the emergency services and a local authority public relations manager.

The centre should be established as close to the area of operations as is practicable, local authority premises may prove most accessible (availability of premises can be ascertained by the local authority emergency planning division or duty officer).

The centre will be the operations base for the designated press liaison officers from each service and staff of the local authority's public relations team who will be jointly responsible for arranging interviews and media briefings.

Tactical (incident) commanders must consider the need for a joint response at media briefings to avoid misrepresentation and also take account of strategic direction related to dealings with the media.

8.4 Media access

Incident commanders must jointly decide throughout the incident, areas to which the media **do not** have access. These may include:

- Inner cordon
- Casualty clearing station
- Survivors reception centre
- Family and friends reception centre
- Humanitarian assistance centre

Every effort should be made to allow eventual access to all areas, however, the following criteria must be taken into account:

- **Operational efficiency of all services must not be impeded.**
- **Preservation of the scene must not be impaired.**
- **The need for privacy of casualties and relatives must be respected.**
- **Access to certain areas may need to be controlled and supervised.**
- **The area must be safe for media personnel.**

9 Welfare

The welfare of emergency services personnel is an important consideration which should be addressed at an early stage if a protracted major incident is envisaged. Arrangements should be made to cover the following areas of basic welfare.

9.1 Catering facilities

To provide refreshments, hot and cold drinks, light and substantial meals. Shared facilities from one agency can meet this need if appropriate.

9.2 Toilets

Male and female with hand-washing facilities.

9.3 Rest rooms

For relief from arduous or stressful tasks and to facilitate the opportunity for support from colleagues and informal welfare debriefs particularly as shifts are completed. The support of occupational health teams and/or welfare officers could be appropriate at such facilities or to be on hand close to the scene.

It may be advantageous to provide welfare facilities for mutual use by all three services. If circumstances allow, local authority premises such as a school or day centre could provide all the amenities as detailed above within one location. The local authority emergency planning division would make all necessary arrangements to open and staff a facility of this nature, including the mobilisation of support from the Derbyshire Emergency Volunteers and other voluntary agencies.

Where no suitable premises are available, then meals and refreshments may need to be imported into the locality of the area of operations. Pre-packed meals and/or mobile catering units are options which should be considered. The potential for contamination of meals should be a consideration in some circumstances, where toxic materials are involved.

Tactical (incident) commanders should monitor the welfare needs of personnel to ensure rest and refreshments are taken.

9.4 Long-term welfare

Individual reactions to a traumatic event can vary considerably. After the on scene response to an incident is completed it is important for welfare debriefing to be undertaken, to ensure staff are aware of potential reactions and how to access support. Simple information leaflets could be issued. This approach can be effective in minimising the incidence of **acute stress disorder (ASD)** and even **post-traumatic stress disorder (PTSD)**, both of which are likely to need appropriate psychological therapy. Welfare debriefing and initial support can be delivered using existing skills within the emergency services. However, supplementary expertise exists within social care departments, health trusts, the clergy and voluntary groups if needed to assist. Access to assistance from outside agencies is via the local authority emergency planning division.

10 Debriefing the response

A review of the response to a major incident by the emergency services and agencies giving assistance is essential. This provides an opportunity to evaluate efficiency, to learn from experience gained and also offers a source of information to assist in ensuing investigations/inquiries. **Joint organisational learning (JOL)** is key to maintaining and building on **JESIP** to identify lessons relating to interagency working which need to be shared more widely.

This process can be best achieved by a series of **debriefings** at all levels within all agencies involved and concluding with a multi-agency debrief.

NB: The term *debriefing* is also used in the welfare chapter of this document where the terminology is used in a different context, and should not be confused with the debrief of the response.

10.1 In-service debriefing

The methods of debriefing with personnel involved in a major incident may vary within each individual service. It will, however, be beneficial to debriefing if consideration is given to the following:

- a) Debriefing to start as soon after the incident as is practicable, in some cases at the scene, often referred to as hot debriefing.
- b) Utilising the JESIP multi agency debrief template as a means of gathering information on issues related specifically to interoperability.
- c) Everyone involved, including personnel remote from the area of operations, (eg control room staff) should be afforded the opportunity to contribute to debriefing at some stage.
- d) The need for additional debriefing sessions for personnel involved in specific or specialist operations.

Records made at the incident, particularly video recordings/photographs, along with written reports will assist in debriefings.

10.2 Multi-agency debriefing

The debriefing process should culminate in a multi-agency forum which includes not only the emergency services but also any other agency which may have assisted in the overall response, eg local authority emergency planning division.

It is important that each service is represented by personnel actually involved in the response, as it could be necessary to give first-hand accounts of events.

Depending on the scale and nature of the incident it may be advantageous to hold joint debriefings for specific levels of command, eg tactical (incident) command team and/or for personnel deployed on tasks requiring multi-agency involvement.

Such meetings should, of course, be a pre-cursor to the final multi-agency debriefing and should add to the information available for consideration at that meeting.

Facts emerging from debriefings should be documented and problems identified. Lessons identified can be shared with all who may be required to respond to other major incidents via the local resilience forum and its sub-groups.

Significant joint organisational learning will be submitted to the JESIP interoperability board for consideration to share nationally via the issue of a JOL action note.

Where specific follow-up actions are required as a result of the debrief process, this should be audited for compliance and monitored by the local resilience forum to ensure lessons identified become lessons learnt.

10.3 JESIP commanders' aide memoire



Information Assessment

Interoperability will be enhanced if information is assessed for:

- RELEVANCE** In the current situation, how well does the information meet the needs of the end user?
- ACCURACY** How well does the information reflect the underlying reality?
- TIMELINESS** How current is the information?
- SOURCE RELIABILITY** Does previous experience of this source indicate the likely quality of the information?
- CREDIBILITY** Is the information supported or contradicted by other information?



IIMARCH

- I INFORMATION**
What, where, when, how, how many, so what, what might?
Timeline and history (if applicable), key facts reported using METHANE
- I INTENT**
Why are we here, what are we trying to achieve?
Strategic aim and objectives, joint working strategy
- M METHOD**
How are we going to do it?
Command, control and co-ordination managements, tactical and operational policy and plans, contingency plans
- A ADMINISTRATION**
What is required for effective, efficient and safe implementation?
Identification of commanders, tasking, timing, decision to go, equipment, dress code, PPE, welfare, food, logistics
- R RISK ASSESSMENT**
What are the relevant risks, and what measures are required to mitigate them?
To reflect the JESIP principle of Joint Understanding of Risk and using the BRICPD hierarchy for risk control as appropriate
- C COMMUNICATIONS**
How are we going to initiate and maintain communications with all partners and interested parties?
Other means of communication, understanding of inter-agency communications, information assessment, media handling and joint media strategy
- H HUMANITARIAN ISSUES**
What humanitarian assistance and human rights issues arise or may arise from this event and the response to it?
Requirement for humanitarian assistance, information sharing and decision, potential impacts on individual's human rights

DE-BRIEFING

Have you identified any learning?

Consider:

- What worked well and what didn't work well?
- What do I need to feed into my local de-brief procedures?
 - Joint hot de-brief (where possible)
 - Single service de-brief
 - Multi-agency de-brief

To continually improve joint working the national Joint Organisational Learning (JOL) arrangements have been established to capture, share and act on interoperability lessons from past events. Lessons meeting the criteria below should be submitted:

- relate to emergency response interoperability from any of the agencies involved;
- had an impact on the effectiveness of at least two of the responding agencies;
- impeded successful interoperability;
- are known recurring issues; and/or
- if resolved could benefit other agencies therefore may have national impact.



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AIDE MEMOIRE FOR COMMANDERS

Principles for Joint Working

CO-LOCATE

Co-locate with commanders as soon as practicable at a single, safe and easily identified location near to the scene.

COMMUNICATE

Communicate clearly using plain English.

CO-ORDINATE

Co-ordinate by agreeing the lead service, identify priorities, resources and capabilities for an effective response, including the timing of further meetings.

JOINTLY UNDERSTAND RISK

Jointly understand risk by sharing information about the likelihood and potential impact of threats and hazards to agree potential control measures.

SHARED SITUATION AWARENESS

Shared Situational Awareness established by using METHANE and the Joint Decision Model.



V3.0

Shared Situational Awareness

M	MAJOR INCIDENT	Has a major incident or standby been declared? (Yes / No - if no, then complete ETHANE message)
E	EXACT LOCATION	What is the exact location or geographical area of the incident?
T	TYPE OF INCIDENT	What kind of incident is it?
H	HAZARDS	What hazards or potential hazards can be identified?
A	ACCESS	What are the best routes for access and egress?
N	NUMBER OF CASUALTIES	How many casualties are there, and what condition are they in?
E	EMERGENCY SERVICES	Which and how many, emergency responder assets/personnel are required or are already on-scene?

Joint Decision Model



Decision Controls

A) WHY ARE WE DOING THIS?	What goals are linked to this decision? What is the rationale, and is that jointly agreed? Does it support working together, saving lives and reducing harm?
B) WHAT DO WE THINK WILL HAPPEN?	What is the likely outcome of the action, in particular what is the impact on the objective and other activities? How will the incident change as a result of these actions, what outcomes do we expect?
C) IN LIGHT OF THESE CONSIDERATIONS, IS THE BENEFIT PROPORTIONAL TO THE RISK?	Do the benefits of proposed actions justify the risks that would be accepted?
D) DO WE HAVE A COMMON UNDERSTANDING AND POSITION ON:	The situation, its likely consequences and potential outcomes? The available information, critical uncertainties and key assumptions? Terminology and measures being used by all those involved in the response? Individual agency working practices related to a joint response? Conclusions drawn and communications made?
E) AS AN INDIVIDUAL:	Is the collective decision in line with my professional judgement and experience? Have we (as individuals and as a team) reviewed the decision with critical rigour? Are we (as individuals and as a team) content that this decision is the best practicable solution?

Joint Understanding of Risks

IDENTIFY HAZARDS	This begins with the initial call to a control room and continues as first responders arrive on scene. Information gathered by individual agencies should be disseminated to all first responders, control rooms and partner agencies effectively.
CARRY OUT A DYNAMIC RISK ASSESSMENT (DRA)	Individual agencies carry out dynamic risk assessments, reflecting the task/objectives to be achieved, the hazards identified and the likelihood of harm from those hazards. The results should then be shared with any other agencies involved.
IDENTIFY TASKS	Each individual agency should identify and consider their specific tasks, according to their role and responsibilities. These tasks should then be assessed in the context of the incident.
APPLY RISK CONTROL MEASURES	Each agency should consider and apply appropriate control measures to ensure any risk is as low as reasonably practicable. The 'ERICPD' mnemonic may help in agreeing a co-ordinated approach with a hierarchy of risk control measures: Eliminate, Reduce, Isolate, Control, Personal Protective Equipment, Discipline.
HAVE AN INTEGRATED MULTI-AGENCY OPERATIONAL RESPONSE PLAN	The outcomes of the hazard assessments and risk assessments should be considered when developing this plan, within the context of the agreed priorities for the incident. If the activity of one agency creates hazards for a partner agency, a solution must be implemented to reduce the risk to as low as reasonably practicable.
RECORD DECISIONS	The outcomes of the joint assessment of risk should be recorded, together with the jointly agreed priorities and the agreed multi-agency response plan, when resources permit. This may not be possible in the early stages of the incident, but post-incident scrutiny focuses on the earliest decision making.

Lexicon

Listed below is an agreed lexicon of acronyms, abbreviations and terminology developed to aid interoperability within the Joint Emergency Services Interoperability Principles (JESIP).

A		
ACP	Access control point	Controlled point of access through outer cordon
ALP	Ambulance loading point	Point at which patients are placed in ambulance for transfer to hospital
APHA	Animal and Plant Health Agency	Government agency with responsibility to safeguard animal and plant health within the UK; likely to be involved in animal disease outbreaks such as foot and mouth
AQC	Air Quality Cell	Part of Environment Agency response to air pollution incidents
B		
BASICS	British Association of Immediate Care Schemes	Volunteer medical practitioners equipped for pre-hospital care of casualties
	Battle rhythm	Synchronisation of activities between national, regional and local partners intended to ensure COBR is updated in line with its schedule of meetings
BEIS	Department of Business Energy and Industrial Strategy	Lead government department for civil nuclear emergencies.
	Bellwin scheme	Discretionary scheme for providing central government financial assistance in exceptional circumstances to affected local authorities in the event of an emergency
BTP	British Transport Police	National policing service for the rail networks
C		
CAA	Civil Aviation Authority	UK aviation regulator
CasB	Casualty bureau	Police initial point of contact for information relating to casualties

CasCS	Casualty clearing station	Set up at scene by ambulance service to triage and treat casualties
	Category 1 responder	A person or body listed in the Civil Contingencies Act 2004. They are likely to be at the core of the response to most emergencies. As such, they are subject to the full range of civil protection duties in the act
	Category 2 responder	A person or body listed in the Civil Contingencies Act. These are co-operating responders who are less likely to be involved in the heart of multi-agency planning work, but will be heavily involved in preparing for incidents affecting their sectors. The act requires them to co-operate and share information with other Category 1 and 2 responders
CBRN	Chemical biological radiological nuclear	Event involving CBRN agents; usually associated with terrorism
CBRNE	Chemical biological radiological nuclear explosive	As above but with explosive detonation for dispersal
CCA	Civil Contingencies Act (2004)	Statutory framework for civil protection effort at the local level
CCG	Clinical commissioning group	Responsible for commissioning hospital and community health NHS services at the local level; CCGs are Category 2 responders within the Civil Contingencies Act
CCS	Civil Contingencies Secretariat	Part of the Cabinet Office
CFOA	Chief Fire Officers Association	Professional body for chief fire officers
CHEMET	Chemical meteorology	Met Office service for modelling dispersal of hazardous materials released to atmosphere
CIA	Community impact assessment	Police assessment of likely impact a police operation or response may have on communities
CIM	Critical incident manager	Police critical incident manager
CNC	Civil Nuclear Constabulary	National armed police service whose role is protection of civil nuclear sites

CNI	Critical national infrastructure	Elements of infrastructure identified by government due to their strategic importance
COBR	Cabinet office briefing room	Central government response co-ordination facility
COMAH	Control of Major Accident Hazards	Regulations requiring emergency plans for certain industrial sites
CONOPS	Concept of operations	Definition of how a system will operate to achieve identified objectives
COP	Common operating picture	The resultant output of establishing shared situational awareness based on the joint decision model. For use in briefing of both TCG & SCG
CRIP	Commonly recognised information picture	A single authoritative overview of an emergency using a standard template, intended for briefing and decision making at the national level (COBR)
CRR	Community risk register	Register of risks within an LRF area
CST	Crisis support team	Team managed by local authority to deliver humanitarian assistance to traumatised casualties
CT	Counter terrorism	Measures taken to neutralise the threat of terrorism
CTSA	Counter terrorism security advisor	Police officer who advises on protective counter terrorism measures
D		
DCLG RED	Department for Communities and Local Government - Resilience Emergencies Division	Act as communication link between central government and LRFs on resilience and response issues
DCMS	Department for Culture Media and Sport	Lead government department for humanitarian assistance
Defra	Department for Environment, Food and Rural Affairs	Lead government department for flooding and emergencies impacting on agriculture
DEPZ	Detailed emergency planning zone	Area close to hazardous site identified in off-site/external emergency plans

DEV	Derbyshire Emergency Volunteers	Team managed by local authority to deliver humanitarian assistance
DFRS	Derbyshire Fire & Rescue Service	Local fire and rescue service
DfT	Department for Transport	Lead government department for transport related emergencies
DH	Department of Health	Lead government department for health related emergencies
DIM	Detection identification and monitoring	Specialist fire service resource to identify level of hazard from unknown substance(s)
DPH	Director of public health	County/city council position
DVI	Disaster victim identification	Police led process to gather evidence to enable formal identification of deceased victims
E		
EA	Environment Agency	Category 1 responder, lead agency for flooding, pollution of controlled water and air quality
EAR	Extended area of risk	Defined area beyond a DEPZ
ECC	Emergency control centre	Single or multi-agency facility to co-ordinate emergency response
EIA	Environmental impact assessment	Multi-agency assessment of damage to the environment caused by an emergency
EMAS	East Midlands Ambulance Service	Local ambulance service
	Emergency	As defined by the Civil Contingencies Act 2004. An event or situation that threatens serious damage to human welfare in a place in the UK or the environment of a place in the UK, or war or terrorism which threatens serious damage to the security of the UK. To constitute an emergency an event or situation must additionally require the implementation of special arrangements by one or more Category 1 responder

	Emergency powers	As defined by the Civil Contingencies Act 2004 - Part 2. Central government power to make emergency regulations for the purpose of urgently preventing, controlling or mitigating an aspect or effect of the emergency (as defined above)
EMORT	Emergency mortuary	Temporary facility established to facilitate post mortems and body identification on behalf of HM Coroner
EMRICC	East Midlands Regional Information and Co-ordination Centre	Mobilises police resources on a regional basis for mutual aid within the East Midlands
EOC	EMAS emergency operations centre	Control room where emergency calls are received and ambulance resources are dispatched
EOD	Explosive Ordnance Disposal	MoD resource to facilitate safe disposal of unexploded ordnance
EPO	Emergency planning officer	Direct responsibility for emergency planning activity within an organisation
EPRR	Emergency preparedness resilience and response	Framework of principles for NHS emergency preparedness, resilience and response in England, at all levels
EP division	Emergency planning division	Locally based team of emergency planning officers, based with local authority Category 1 responder(s)
EvAP	Evacuation assembly point	Safe building or area where evacuees are directed for transfer to rest centre
EvCP	Evacuation command post	Emergency services operational command location to co-ordinate evacuation on the ground
F		
FCP	Forward command post	Command and control position nearest the scene of incident
FFRC	Family and friends reception centre	Centre established for family and friends arriving from distance to a location close to the incident

FIM	Force incident manager	Tactical position within police when responding to a major incident
FLO	Family liaison officer	Police officer facilitating investigation to assist identification of deceased victims
FSA	Food Standards Agency	Government agency responsible for food safety and related public health issues
G		
GDS	Government Decontamination Services	Defra agency responsible for advice and guidance on decontamination of the built environment post CBRN
GIS	Geographic information system	Computerised mapping system
GLO	Government liaison officer	Representative of central government deployed to an LRF's SCG as a link to central government
H		
HAC	Humanitarian assistance centre	Assistance centre established to deal with medium/long term needs of people affected by an emergency
HALO	Hospital ambulance liaison officer	Ambulance officer providing liaison with emergency department managers and clinicians during a major incident
HART	Hazardous area response team	Trained personnel who provide ambulance response to particularly hazardous or challenging incidents
HAZMAT	Hazardous materials	Involvement of hazardous materials, such as chemicals in an emergency situation. Also a specialist fire officer
HE	Highways England	Managing authority for motorways and strategic A roads on behalf of DfT
HEMS	Helicopter emergency medical services	National network of air ambulances
HITS	High integrity telecommunications system	Communications system designed to provide a resilient telecommunications network between Central Government and the emergency services

HO	Home Office	Lead government department for terrorist or crime related major incidents
HSE	Health and Safety Executive	Regulatory and enforcement body, including for COMAH sites
I		
IC	Incident commander	Emergency services officer with tactical (silver) command responsibility at the scene
ICP	Incident command post	A tactical command facility at the scene
IED	Improvised explosive device	A fabricated device with destructive exploding/ incendiary capability
IEM	Integrated emergency management	Multi-agency emergency management involving 6 key elements - anticipation; assessment; prevention; preparation: response; recovery
ILO	Incident liaison officer (local authority)	Local authority liaison officer for tactical command support
	Inner cordon	Surrounds and protects the immediate scene of an incident
IOR	Initial operational response	CBRN term describing the actions of first responders, includes the option of dry decontamination of casualties
IRU	Incident response unit	Fire service response unit including equipment and trained personnel for mass decontamination
J		
JDM	Joint decision model	An agreed model for joint decision making as part of JESIP. An aid for establishing shared situational awareness and the basis of TCG agendas
JESIP	Joint Emergency Services Interoperability Principles	Interoperability framework for tactical and operational commanders to foster effective joint response
JRLO	Joint regional liaison officer (military)	Military officer providing a link between LRFs and the MoD command structure

K		
L		
LGD	Lead government department	Central government department with identified responsibility for both response and recovery phases of an emergency
LRF	Local resilience forum	Collective of Category 1 and 2 responders within a police force area, facilitating co-operation in fulfilment of duties under the Civil Contingencies Act
M		
MACA	Military aid to civil authorities	Assistance provided by the MoD to civil authorities
MACC	Military aid to civil community	Assistance provided by MoD personnel in an emergency
MAHP	Major accident hazard pipeline	As identified by Pipeline Safety Regulations 1996
MAIC	Multi-agency information cell	Sub-group to support SCG/TCG to aid shared situational awareness and maintain an accurate and current COP
	Media centre	Central location for media enquiries, providing communication, conference, monitoring, interview and briefing facilities and access to responding organisation personnel. Staffed by spokespersons from all the principal services/organisations responding
	Media liaison officer	Representative who has responsibility for liaising with the media on behalf of his/her organisation
	Media liaison point	Rendezvous and initial holding area, at or near the scene, designated for use by accredited media representatives prior to establishment of a media centre
MATTE	Major accident to the environment	As defined and categorised by the Environment Agency

MERIT	Medical emergency response incident team	Trained and equipped acute medical personnel attending scene of emergency
MEOC	Mobile emergency operations centre	Ambulance service mobile command vehicle
MIA	Medical incident advisor	Lead medical officer for clinical management at scene of emergency
MoD	Ministry of Defence	Lead government department for emergencies involving MoD assets
MTFA	Marauding terrorist firearms attack	Moving attack usually multiple perpetrators with range of weaponry
MTPAS	Mobile telecommunications privileged access scheme	Call preference scheme for emergency management organisations when public access is restricted
N		
NACC	National Ambulance Co-ordination Centre	Focal point for the collection and assessment of data from ambulance service providers and their ability to provide mutual aid if called upon
NAIR	National arrangements for incidents involving radioactivity	National scheme co-ordinated by PHE to provide assistance with incidents involving radioactivity
NARO	Nuclear Accident Response Organisation	MoD agency for response to incidents involving defence nuclear assets
NARU	National Ambulance Resilience Unit	Works nationally on behalf of NHS ambulance trusts in England to provide a co-ordinated approach to emergency preparedness, resilience and response
NEMA	National emergency mortuary arrangements	Home Office contracted capability to be deployed to establish an emergency mortuary with large capacity
NHS	National Health Service	UK universal health care service under Department of Health control

	NHS England (EPRR teams)	Local teams with responsibility for ensuring adequate emergency preparedness, resilience and response at local level within the NHS
NILO	National inter-agency liaison officer	A security cleared officer who can advise other agencies on operational capabilities and capacity of their own service - usually fire and/or ambulance service
NPCC	National Police Chiefs' Council (formerly ACPO)	Professional body for chief police officers
NPoCC	National Police Co-ordination Centre	Mobilises police resources on behalf of NPCC for the purpose of mutual aid on a national basis
NRA	National risk assessment	The government's assessment of a range of different risks that may affect the UK
NRR	National risk register	Publically available statement of the results of the NRA
O		
ONR	Office for Nuclear Regulation	HSE division for enforcement and regulation of licensed nuclear installations
	Outer cordon	Seals off a controlled area around an incident to which unauthorised persons are not allowed access
P		
PDA	Pre-determined attendance	Pre-planned allocation of resources by the fire service
PHE	Public Health England	Agency of the Department of Health established to protect the nation's health including from emergencies
PHE-CRCE	Public Health England - Centre for Radiation Chemical and Environmental Hazards	Specialist unit within PHE with expertise in radiation, chemical and environmental hazards
PIZ	Public information zone	Area determined under COMAH regulations for receipt of information from site operator
PPE	Personal protective equipment	To enable personnel to operate safely in a hazardous environment

PSR	Pipeline Safety Regulations (1996)	UK regulations requiring emergency plans for MAHPs
PTSD	Post-traumatic stress disorder	Serious psychological reaction from exposure to severe trauma - usually requires mental health intervention
Q		
R		
RAIB	Rail Accident Investigation Branch	Independent rail accident investigation organisation for the UK
RAYNET	Radio Amateurs Emergency Network	Voluntary organisation to provide radio communication capability in an emergency
RC	Rest centre	Generic term for place of safety for evacuees
RCG	Recovery co-ordinating group	Strategic decision making body for the recovery phase
REPIIR	Radiation Emergency Preparedness and Public Information Regulations (2001)	UK regulations requiring emergency plans for certain nuclear installations and public information plans for radiation emergencies
ResCG	Response co-ordinating group	Group established where wide area impacts of an incident lead to the involvement of more than one LRF area
RIMNET	Radioactive Incident Monitoring Network	National radiation monitoring and nuclear emergency response system
RIO/RIC	Rail incident officer/commander	Network Rail personnel
RvP	Rendezvous point	Point at outer cordon for logging and briefing resources in readiness for deployment
S		
SAG	Safety advisory group	Multi-agency group set up to advise on safety matters at events and/or sports stadia
SCC	Strategic co-ordination centre	Accommodation and supporting facilities to enable SCG and TCG to operate from one location, along with their necessary sub-groups

SCG	Strategic co-ordinating group	Multi-agency body responsible for co-ordinating the response to an emergency at the local strategic level
SHA	Strategic holding area	A pre-determined location with space and facilities where resources can stand-by awaiting co-ordinated deployment
SIM	Senior identification manager	Senior police officer working in support of HM Coroner to manage all aspects concerning identification of deceased
SIO	Senior investigating officer	Senior police detective with responsibility for all aspects of a police investigation
SITREP	Situation report	Report produced outlining current state and potential development of response to an incident
SOR	Specialist operational response	CBRN specialist assets and personnel deployed to a confirmed CBRN/HAZMAT incident to follow on from IOR
SORT	Special operational response team	Specialist ambulance personnel deployed in support of HART team
SPOC	Single point of contact	Identified/named contact for liaison on specific issue or incident
SRG	Strategic recovery group	Multi-agency body responsible for co-ordinating recovery from an emergency at the local strategic level
STAC	Science and technical advice cell	Established to provide scientific and technical advice to the SCG
SuRC	Survivors reception centre	Generic term for place of safety for immediate care/shelter for survivors not requiring immediate hospital care
T		
TCG	Tactical co-ordinating group	A multi-agency group that meets to co-ordinate the tactical response to an emergency

THA	Tactical holding area	An intermediate holding point for resources held close to the scene of an incident, ready for forward deployment
TOC	Train operating company	An organisation which operates passenger trains
	Triage	Process of assessment of casualties 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
U		
USaR	Urban search and rescue	Search and rescue activity carried out by fire and rescue service in complex environment
V		
W		
	Working strategy	Included as step 2 of the JESIP JDM, the action plan that commanders develop and agree together. Put in place to address the immediate situation and risks they are faced with to save lives and reduce harm.
X/Y/Z		

Notes

Further copies of the LRF Major Incident Procedures can be obtained from:

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