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Wiltshire and Swindon Local Resilience Forum

Emergency Multi-Agency Procedures (EMAP)

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This document has been published in accordance with the Civil Contingencies Act 2004 and is not classified under the Government Protective Scheme. Plans or arrangements referred to within this document may be protectively marked in accordance with the Government Protective Marking Scheme (GPMS) (Cabinet Office, 2008c).

This plan is not a controlled document as is freely available to responding organisations and the public as a portable document format (PDF) file and is available from the Wiltshire & Swindon LRF Secretariat.

Freedom of Information Act

This document is not subject to any exemptions under the Freedom of Information Act 2000.

Principal National Guidance Documents

Name	Descriptor
Civil Contingencies Act 2004 (CCA)	Provides a coherent framework for emergency planning and response ranging from local to national level
Emergency Preparedness	Deals with the pre-emergency phase and describes the requirements of the CCA
Emergency Response and Recovery	Multi-agency framework for responding to and recovering from civil emergencies

Compendium of LRF Plans and Guides

Plan Name
CBRNe Guide
Emergency Treatment Centres Guide
Evacuation and Shelter Guide
Flood Plan
Fuel Supply Disruption Plan
Humanitarian Assistance Centre Guide
Joint Intelligence Cell Protocol
Joint Pandemic Influenza Response Plan
Local Fuel Plan
Managing Excess Deaths Plan
Mass Casualties Guide
Mass Fatalities and Emergency Mortuary Guide
Media Guide
Multi-Agency Airwave Interoperability – SOP's
Multi-Agency Representatives Deployed to a Strategic Coordinating Group (Gold) Guide
Multi-Agency Strategic Holding Area Plan
Operation Link
Porton Down 'Off Site' Plan
Resilient Telecommunications Guide
Search and Rescue Guide
Severe Weather Guide
Science Technical Advice Cell Plan
Stranded Motorists on the Highway for an Extended Period Guide
Telephony Failure Guide
Transport Plan (incorporating the 4x4 Protocol)
VASEC (Voluntary Agencies Emergency Coordination) Guide
Warning and Informing Strategy
Vulnerable People Plan

Foreword by the Chair of the Local Resilience Forum

Dealing with a major incident in an effective manner requires the cooperation of many different services including the blue light agencies, National Health Service, Public Health England, Environment Agency, local authorities and voluntary agencies. The shared knowledge and resources brought to bear in a joint approach will bring a major incident to a successful conclusion. For this to happen in practice requires an understanding by all services and agencies of their own and each other's roles and responsibilities when faced with a major incident.

Emergencies can happen anywhere and at any time. Therefore, it would be foolish to believe that such an incident could not occur within Wiltshire and Swindon. With this in mind it is clearly prudent that the County should have a comprehensive procedural document for the integrated response to those emergency agencies that might be involved in mitigating the effects of such an incident.

It is of paramount importance that as a living document it is regularly reviewed so that it reflects current practice in light of experience and it introduces new procedures. This document builds on previous versions and includes the latest changes that affect us all including the new structure of the health services and governance arrangements of the Local Resilience Forum (LRF).

I welcome the publication of these procedures that should do much to ensure that an incident in Wiltshire and Swindon can be successfully handled with minimum risk to both those operating at the scene and the public at large.

I commend this document to all who could be involved in a major incident; it is essential reading.

Mike Veale
Chair – Wiltshire & Swindon Local Resilience Forum

Section 1 – Incident Classification and Alerting

1.1. Aim

To provide responding agencies with a guide to integrated emergency management response.

Objectives

- To set out the multi-agency incident arrangements of responding agencies.
- To set out the common objectives for a multi-agency coordinated incident response and recovery.
- To provide reference to principal national guidance and local multi-agency documents.

1.2. Scope

This document provides a strategic overview of major incident joint procedures for responding agencies and refers to national legislation and guidance. It is supported by a range of multi-agency operational documents, including national and local guidance and individual agency plans.

1.3. Scrutiny

Every major incident will be the subject of an investigation whether by HM Coroner, a public inquiry, civil or criminal court proceedings or organisational review and is a potential crime scene.

1.4. Equality and Diversity

During an incident, the cultural aspects of those involved should be considered in relation to the needs of different faiths, languages and support requirements. When offering support and advice these aspects should be considered in the provision of services that agencies can offer during an incident.

These procedures support arrangements for high quality care in the event of an emergency. Safety is of paramount importance.

However, due to the unpredictable and potentially overwhelming nature of some emergencies, the dignity and personalised care in appropriate physical surroundings may have to be temporarily reduced or suspended.

These procedures support post-incident recovery when normal services will be resumed.

1.5. Definition of an emergency

The Civil Contingencies Act 2004 definition of an emergency is:-

‘An event or situation which threatens serious damage to human welfare in a place in the UK, the environment of a place in the UK, or war or terrorism which threatens serious damage to the security of the UK’

1.6. Definition of a major incident

The following definition is used as a trigger for responding to a major incident or emergency by the LRF responders.

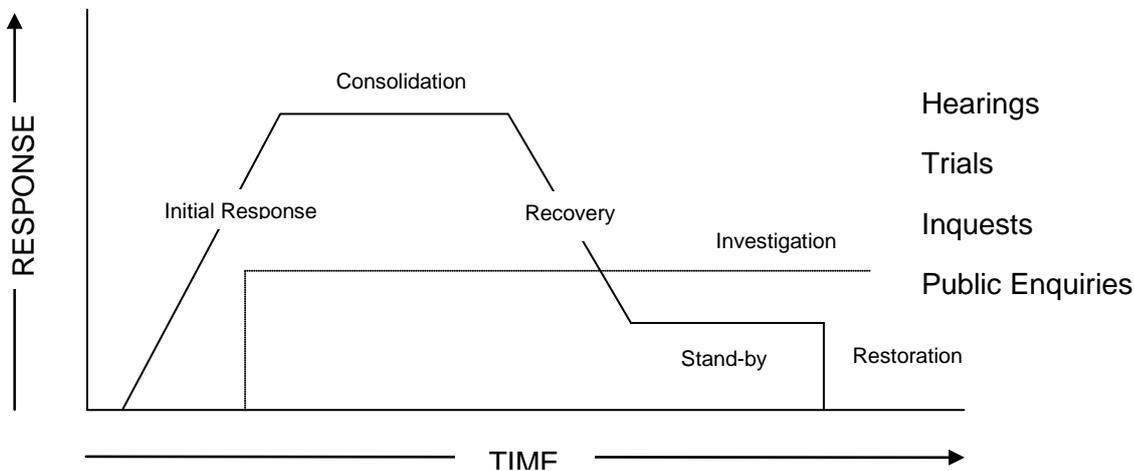
A 'major incident' is any emergency, including acts of terrorism, that requires implementation of special arrangements by one or all of the emergency services, the NHS or local authorities and will generally include some or all of the following features:

- Large numbers of casualties
- Large numbers of people
- Large number of enquiries
- Large scale combined resources
- Large geographic area

For specific health purposes, a major incident may be defined as:

'Any occurrence which presents a serious threat to the health of the community, disruption to the service, or causes (or is likely to cause) such members or types of casualties as to require special arrangements to be implemented by hospitals, ambulance services or primary care trusts'.

Figure 1 – The stages of a major incident



1.7. Declaration

A major incident may be declared by any agency within the LRF that considers any of the criteria outlined in the definitions above have been satisfied. A major incident to one agency may not be so regarded by another. However, each of the other agencies will prepare to support the declaring agency.

1.8. Alert protocol

In the event of a major incident being declared by a single agency all other LRF agencies will be notified in accordance with 'Operation Link'.

1.9. Retention of evidence

Agencies are required to record, secure and retain evidence of the best possible quality from the outset in accordance with their own protocols.

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Section 2 – Integrated Emergency Management

2.1 General

Preservation of life is the prime function of the responding agencies. Principal responsibility for the rescue of survivors lies with the Wiltshire Fire and Rescue Service. The care and transportation of casualties is the principal responsibility of the Ambulance Service. Wiltshire Police will coordinate operations as well as having an investigative role and the local authorities (Wiltshire Council and Swindon Borough Council) will act in support together with healthcare organisations and other partners.

2.2 Common Objectives of Responding Agencies.

- To save life, protect property and alleviate suffering associated with the incident, at the scene and elsewhere.
- To prevent the incident escalating.
- To safeguard the environment where possible.
- To engage in a joint and coordinated approach through liaison.
- To contribute to a coordinated and consistent response to the media.
- To prevent or minimise adverse effects on the health and welfare of those involved in the incident.
- To warn, inform and advise the public and responding agencies in a timely and effective manner.
- To ensure dignified recovery of the dead.
- To continue to provide services to those unaffected by the incident.
- To contribute to the post incident recovery process.
- To contribute to the post incident de-briefing process.
- To support any resultant investigation.

The above list is not exhaustive and each agency will have its own roles and responsibilities within these common objectives – see Appendix 1

Section 3 – Command, Control, Coordination and Communications

3.1 General

Each LRF agency operates a Gold (Strategic), Silver (Tactical) and Bronze (Operational) internal command structure. The wider coordinated multi-agency response to an incident will operate a Strategic, Tactical and Operational structure.

Responders from Category 1, Category 2 and others (defined in the Civil Contingencies Act 2004) will provide the membership of the Strategic and Tactical Coordinating Groups.

It is important when agencies send a representative to either a Strategic or Tactical Coordinating Group meeting that the person has sufficient authority to commit resources on behalf of the organisation(s) that they represent – see Appendix 2 and Annex A.

3.2 Inter-agency resources

Any agency may request the temporary assistance of personnel and equipment from another organisation. In these circumstances, while the supporting agency will relinquish operational control of those resources to the other service for the duration of the task, it will nevertheless keep overall command of its personnel and equipment at all times. For example, Wiltshire Fire and Rescue Service at a rescue operation may request the assistance of police officers who will come under the temporary operational control of the Senior Fire Officer but will remain under the command of Wiltshire Police.

Everyone has a personal responsibility for their own health and safety. However, where one agency uses personnel from another organisation, the health and safety of those personnel also becomes the responsibility of the receiving agency. Personnel from one organisation who help another in this way should only be given tasks for which they are trained and competent to carry out. (They must not be used to supplement the other agency in a potentially dangerous situation). For example, police officers may be directed to become stretcher-bearers to release fire fighters for rescue work. They should not undertake hazardous rescue work themselves unless the conditions above are met.

Under no circumstances should personnel be allowed to carry out functions for another agency to the detriment of the primary role and responsibilities of that organisation.

3.3 Strategic Coordinating Group

It will be necessary for individual agency Gold Commanders to meet together as a Strategic Coordinating Group (SCG). The Group, on most occasions, will initially be chaired by a senior police officer, which will consider strategic issues. The primary location is the Gold Room, at Police Headquarters, Devizes and the secondary location is Gablecross Police Station, Swindon – **see Annex A.**

In addition, Gold Commanders will ensure that sufficient support is provided for Tactical Commanders. The SCG will provide liaison with Central Government via

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Department of Communities and Local Government (DCLG) Resilience Emergency Division (RED) and other bodies as appropriate.

The SCG is supported by the following groups:

Intelligence Cell

The Intelligence Cell will provide quick time information for the SCG. The Police will provide the lead on intelligence matters supported by other agencies as appropriate. The location of the Intelligence Cell will be determined by the nature of the incident.

Admin Support

The SCG will require considerable support in order for it to function effectively. Supporting duties such as minute taking, decision recording and administrative activities, will need to be provided by the Chair. Depending on the length and type of incident multi agency support may be required. The Chair of the SCG will provide the decision making log keeper for the initial SCG meeting. The host organisation will administer the facilities. Gold Commanders may be accompanied by support staff from their own organisations.

Scientific and Technical Advice Cell (STAC)

The purpose of a STAC is to provide a common source of health, scientific and technical advice to the SCG and ensure that any debate is contained within the Cell. This will ensure that the SCG receives the best possible advice based on the available information, in a timely, coordinated and comprehensible fashion.

Advice of a scientific nature disseminated from a national level is provided by the Scientific Advisory Group for Emergencies (SAGE) via Central Government.

Mass Fatalities Coordinating Group

In the event of multiple fatalities, consideration will be given to establishing a Mass Fatalities Coordinating Group. This decision will be taken in conjunction with HM Coroner.

Media Cell

The Media Cell will prepare the media strategy for approval by the Strategic Co-ordinating Group. This strategy will include the generic 'Key Messages' to be used by all other agency media officers in any press releases

Recovery Working Group

Recovery begins as soon as operationally possible after the beginning of an incident. The SCG will convene and direct a Recovery Working Group (RWG) to return to business as usual with any routine work recovered as quickly as possible.

3.4 Tactical Coordinating Group

Silver Commanders will attend the scene or nearby, take charge and be responsible for formulating the tactics to be adopted by their respective agencies to achieve the strategy set by the SCG. They will attend Tactical Coordinating Group (TCG) meetings as agency representatives. The Police Tactical Commander will normally chair meetings even though, for example, the Fire Tactical Commander may be in charge in a fire or chemical situation – **see Appendix 2.**

3.5. Operational Control

Bronze Commanders will control and deploy the resources of their respective agencies to the incident. This may result in there being several Bronze Commanders acting in response to the incident for various disciplines. The implementation of the tactics set by the TCG will be coordinated by the senior Bronze Commanders at the incident.

3.6. Reporting

Individually some LRF agencies may have their own internal reporting requirements.

During a major incident the SCG may report into the Cabinet Office Briefing Room (COBR) and/or the Civil Contingencies Secretariat (CCS). Incident information/impact analysis may also be passed to DCLG Resilience Emergency Division (RED).

A Common Recognised Information Picture (CRIP) provides the SCG with an incident situation report template and includes an impact analysis – **see Annex A, Appendix 3.**

3.7. Recovery

The recovery and resumption of services will commence at the earliest opportunity at the direction of the SCG and in line with the recovery plans for Wiltshire Council and Swindon Borough Council.

3.8. Debriefing

Each of the organisations involved in the incident should hold internal debriefs. A multi-agency incident debrief should be held to inform the planning and response process.

3.9. Rising Tide Events

Rising Tide emergency events or situations may have a lead in time of days, weeks or even months. The onset of a Rising Tide event may be gradual and the final impact not always initially apparent i.e. developing health pandemics, infectious disease outbreaks in animals and extreme weather events. The LRF is able to call an extraordinary meeting in response to a Rising Tide event or other potential threat where decisions on response can be considered.

3.10. Communications systems

General

Blue light services have the ability to communicate with each other via a secure management radio system. All responding agencies can communicate with each other via routine communication systems e.g. email, telephone and faxes. Where possible, venues that host SCG, TCG or associated support cells may be provided with Wi-Fi.

Airwave

Each of the emergency services use Airwave which is a secure management radio system. Arrangements are in place to extend the availability of Airwave to partner agencies via Wiltshire Police.

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Mobile Telephone Privileged Access Scheme

The Mobile Telephone Privileged Access Scheme (MTPAS) allows the Police Gold Commander to seek the assistance of mobile telephone providers to arrange for additional capacity at times of major incidents and emergencies to Category 1 and 2 responders.

Satellite Communications

Some responding agencies have the capability to provide 'last ditch' communications using satellite telephones.

Radio Amateur Emergency Network

Radio Amateur Emergency network (RAYNET) is a nation-wide voluntary group of United Kingdom Government licensed radio operators who are able to provide emergency radio communications to the emergency services, local authorities and central government departments. Their radio communications equipment is specifically designated for use in emergencies.

Wiltshire RAYNET can provide specialist HF, VHF and UHF radio communications assistance across Wiltshire and Swindon and beyond into neighbouring counties. National and international radio communications can also be provided if requested.

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Appendix 1 - Organisational Roles and Responsibilities:

The common objectives will be achieved through the invocation of the primary roles and responsibilities of each responding agency.

The Police

The primary areas of Wiltshire Police responsibility at a major incident are:

- To save life in conjunction with the other emergency services.
- The coordination of the emergency responding agencies and other supporting organisations both at the scene of the incident and elsewhere.
- To secure, protect and preserve the scene and to control sightseers and traffic through the use of cordons, diversions and filters.
- To investigate the incident and obtain and secure evidence in conjunction with other investigative bodies where applicable.
- To ensure the access and egress for all the responding agencies and supporting organisations.
- To collate and distribute casualty information.
- To identify the deceased on behalf of HM Coroner.
- To prevent crime.
- To ensure short term measures to restore normality after all necessary actions have been taken.
- Co-ordination of the response to the media.

The Fire and Rescue Service

The primary areas of Wiltshire Fire and Rescue Service responsibility at a major incident are:

- Life-saving through search and rescue.
- Fire fighting and fire prevention.
- Rendering humanitarian services.
- Safety management within the inner cordon by implementation of an incident command system (see further definition within scene management).
- Provide and or obtain specialist advice and assistance in the management of hazardous materials.
- Protection and consideration of environmental issues.
- Salvage and damage control.
- Provision of mass decontamination.

The Ambulance Service

The primary areas of the Ambulance Service responsibility at a major incident are:

- The saving of life, in conjunction with other emergency services.
- To instigate a command and control structure.
- To protect the health, safety and welfare of all health service personnel on site.
- To co-ordinate the NHS communications on site and to alert the main receiving hospitals for the receipt of the injured.
- To carry out a health service assessment of the incident.
- To instigate a casualty triage process when required.

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- To treat casualties.
- To transport casualties to hospital or other healthcare facility.
- To provide clinical decontamination of casualties and to support mass decontamination.
- To mobilise the UK Reserve National Stock for major incidents, as appropriate.
- To maintain adequate emergency cover throughout other parts of the Ambulance Service area.
- To reduce to a minimum the disruption of the normal work of the Service.
- To alert and coordinate the work of the health voluntary sector i.e. British Red Cross/St John Ambulance.
- To make provision for the transport of the Medical Emergency Response Incident Team (MERIT).

The Local Authority

The primary areas of Wiltshire Council's and Swindon Borough Council's responsibilities at a major incident are:

- To support the emergency services and those agencies engaged in the response to an incident.
- To be prepared to lead in certain major incidents, for example, incidents involving schools.
- To provide a coordinated response for all local authority resources.
- To maintain services and ensure a return to normality as soon as possible.
- To activate and coordinate the response of the voluntary agencies, utilities and other supporting agencies.
- To provide transportation and suitable temporary accommodation for survivors, evacuees, friends and relatives.
- To assist with the provision of suitable premises for use as emergency mortuaries.
- To provide, on request, a media centre.
- To provide emergency catering.
- To provide, on request, engineering, highways, environmental health, communications and specialist support.

The Director of Public Health (DPH), with Public Health England, will lead the initial response to public health incidents at the local level, in close collaboration with the NHS lead. The NHS will determine, in the light of the impact on NHS resources and with advice from the DPH, at what point the lead role will transfer, if required, to the NHS.

NHS England Area Team (Bath, Gloucestershire, Swindon & Wiltshire)

NHS England, through the Area Team, is responsible for ensuring there is a comprehensive NHS emergency preparedness, resilience and response system that operates at all levels, for assuring itself that the system is fit for purpose and for leading the mobilisation of the NHS in the event of an emergency or incident. The primary major incident responsibilities of NHS England are to:

- Facilitate a co-ordinated response to an emergency by Clinical Commissioning Groups and NHS-funded service providers and to ensure they are properly prepared to deal with emergencies.

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- Provide NHS command, control, communication and co-ordination and leadership of all providers of NHS funded care.
- Ensure that NHS resources that are agreed with Public Health England and/or the Director of Public Health to mount an effective response to any local health protection incident are made available appropriately.

Clinical Commissioning Groups (CCGs)

Clinical Commissioning Groups are required to take appropriate steps for securing that they, as well as the services they commission, are properly prepared for facilitating a co-ordinated response to an emergency.

Clinical Commissioning Groups are required to:

- Contribute directly to health system co-ordination via NHS England.
- Be responsible for ensuring that all providers of local healthcare have robust business continuity arrangements and plans.

Public Health England (PHE)

Public Health England is responsible for providing public health leadership together with scientific and technical advice at all levels to protect the public against infectious diseases and minimise the health impact from hazards. It will provide:

- National leadership and co-ordination of the public health elements of the emergency preparedness, resilience and response system.
- Health protection services, expertise and advice and co-ordinate the Public Health England response to major incidents.
- Risk analysis and assessment of emerging diseases, extreme events, hazardous materials and Chemical Biological Radiological Nuclear and Explosive (CBRNe) threats to inform the Department of Health and other government departments and agencies.
- A range of specialist public health services i.e. laboratory, analytical and expert advice.
- Specialist advice to the Scientific and Technical Advice Cell (STAC) as well as the provision of a trained STAC Chair, if required.

The Environment Agency

The Environment Agency will respond to incidents if it is notified of or upon the request of the emergency services or local authority, for any incident where there is a threat of or actual harm to the environment. The primary roles areas of Environment Agency responsibility at a major incident are:

For pollution or other incident:

- Ensure the source of pollution is traced and stopped.
- Ensure remedial action is being taken to prevent situation worsening.
- Take samples from polluted watercourses and analyse where necessary.
- Advise on decontamination methods and disposal of contaminated waste arising from decontamination.
- Investigate the incident and obtain and secure evidence in conjunction with other investigative bodies where applicable.

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- Advise and authorise where appropriate on disposal of waste arising from the incident and clean-up operations.

For a flooding incident:

- Issue flood warnings on main rivers to the public and relevant organisations.
- Maintain Environment Agency flood defences.
- Provide assistance to other agencies when appropriate/possible.
- Provide up to date information on flooding situation during the incident from continuous monitoring.

Category 2 Responders

Category 2 Responders are cooperating bodies who have a vital role to play in resolving incidents that affect their sector. Category 2 Responders include:

- Utilities (Gas/Water/Electricity)
- Telecommunications
- Transport (Road/Rail/Air/Waterways)
- Government Agencies, e.g. Health & Safety Executive

Central Government and Department of Communities and Local Government (DCLG) Resilience Emergency Division (RED)

Initial Central Government response is led through the Lead Government Department in Whitehall. DCLG via RED is the local link for Central Government.

The Lead Government Department is responsible for alerting the Civil Contingencies Secretariat (CCS). They may provide central oversight through the Civil Contingencies Committee (CCC) and may send a Government Liaison Team to the Strategic Coordinating Group, particularly during terrorist or major contamination incidents.

Representatives may include:

- A Government Liaison Officer
- A Consequence Management Liaison Officer
- A representative of Cabinet Office Civil Contingencies Secretariat
- Representatives from other Central Government Departments
- Other organisations depending on the incident.

Military Aid in the Event of a Major Incident

Reference

Military Aid to the Civil Authorities (MACA) is described in 'Operations in the UK' Defence Contribution to Resilience Joint Doctrine Publication.

Policy

In the initial response phase of a major incident, a local military commander will be authorised to assist the emergency services where an immediate threat to life exists. The work must be something that the Armed Forces can undertake within capability and safely at the time, without special equipment or training.

The provision of MACA during the consolidation phase of a major incident is guided by three criteria:

- Military aid may be used after it has been determined that all other avenues of mutual aid including the private sector have been deemed insufficient or not available.
- The Civil Authority lacks the required level of capability to fulfil the task and it is unreasonable or prohibitively expensive to expect it to do so.
- The Civil Authority has a capability, but the need to act is urgent and it lacks readily available resources.

Whilst no resources are specifically set aside for such assistance, if the incident is sufficiently grave Ministers may approve the deployment of military capability. The assistance the Ministry of Defence may be able to provide will depend on what is available at the time of the incident to fill the identified capability gap.

Assistance without cost will only be given in a major incident where a threat to life exists. Once that threat has passed charges may be raised.

Request for Military Aid

If military aid is required, it will be requested through the Strategic Coordinating Group or Tactical Coordinating Group.

In the event of a major incident, the Joint Regional Liaison Officer (JRLO) from 43 (Wessex) Brigade will deploy to the SCG to advise whether it is appropriate to seek military aid and assist with the procedures for doing so.

Command

Military personnel will deploy as a self-contained formed body under command of an officer or non-commissioned officer. They will work under the direction of the emergency service Bronze Commander. At the point of troop deployment to the incident, a military liaison officer will deploy as the military point of contact with the military headquarters established at the SCG.

Should the circumstances require a further liaison officer at TCG the military headquarters will task an officer.

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Voluntary Organisations

The support of voluntary organisations in helping to resolve a major incident should be a consideration from the outset.

Local authorities, in conjunction with the emergency services, will coordinate the response of voluntary organisations such as:

- British Red Cross Society.
- St John Ambulance
- WRVS
- Salvation Army
- Clergy and inter faith groups of Wiltshire and Swindon
- RAYNET
- Wessex 4 x 4 Response
- Volunteer Rescue organisations
- Welfare organisations
- Charities
- Business Community

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Appendix 2 - Tactical Coordinating Group (TCG)

Membership of a Tactical Coordinating Group (TCG) will vary according to the scale and nature of an incident but it will generally be a multi-agency forum focusing on tactical issues. The initial attention of a TCG will primarily be on response, although the recovery phase must be considered at the earliest opportunity. Agencies will appoint silver commanders and/or tactical coordinators to act as tactical leads for their organisations. In addition, some agencies may send representatives to the scene to act as tactical advisers or coordinators on behalf of their organisations.

Tactical commanders and/or tactical coordinators will form a TCG. This group will be established as soon as practicable in order to determine a coordinated response to an incident at the tactical level. The TCG should meet at an agreed location, either near the scene at a Forward Control Point (FCP) or another appropriate location. A suitable environment may be a local police station, fire station or similar venue to ensure that an effective meeting can be held. The provision of suitable IT infrastructure and administrative support should be an early consideration.

The TCG should meet as frequently as required by the circumstances of the incident and should link into the meeting schedule of the Strategic Coordinating Group (SCG) to ensure that an effective and timely flow of information takes place between both groups. It is critical that tactical commanders and/or tactical coordinators determine the correct tactics for effective resolution of an incident and maintain close contact with their operational leads so that tactical plans and requirements are fully understood and implemented.

A suggested initial agenda is outlined below that can be used by a TCG.

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Wiltshire and Swindon Tactical Coordinating Group (TCG)

OPEN WILTSHIRE POLICE POLICY LOG - RECORD DECISIONS/ ACTIONS/ RATIONALE USE ELECTRONIC RECORDING FACILITIES WHERE AVAILABLE

Initial Agenda

1. Membership

- Nominate Chair
- Health and Safety Brief
- Introductions / Roles / Responsibilities / Capabilities / Assets
- Are other organisations required?

2. Current Situation Analysis

- Are there urgent items for attention?
- Consider Risks/Threats
- Are there imminent/potential threats to Critical Infrastructure?
- Are there imminent/potential threats to Neighbouring Counties?
- Provide organisational updates
- Implement command and control structure

3. Aim and Objectives

- Set Tactical Aim and Objectives (in line with Strategic Aim and Objectives if set)
- Communicate objectives to operational leads
- Develop tactical plans to meet the Strategic Aim and Objectives.

4. Supporting Groups

- Consider the need for / access to supporting groups in conjunction with SCG
- Consider Involvement of Category 2 Responders, voluntary agencies

5. Communications

- Consider the requirement for an early Common Recognised Information Picture (CRIP). Communicate relevant information to SCG for inclusion on CRIP.
- Develop communication requirements with SCG / Operational Leads and others
- Implement SCG Communications Strategy
- Implement SCG Media Management Strategy
- Identify 'talking heads' at tactical level
- Consider wider warning and informing Issues

6. Logistics and Administration

- Staff welfare including support groups
- Continuity and resilience of TCG
- Consider tactical logistical issues
- Consider requirement for Mutual Aid

7. AOB

8. Confirm Decisions / Actions

9. Date/Time/Venue/Set Agenda of Next Meeting

Considerations for Future Meetings

10. Review Actions / Impact
11. Review CRIP
12. Review Tactical Aim and Objectives
13. Updates from Supporting Groups
14. Recovery Issues
15. Consider further Resource Requirements

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Appendix 3 - Glossary of terms

CCC	Civil Contingencies Committee
CCG	Clinical Commissioning Group
CCS	Civil Contingencies Secretariat
COBR	Cabinet Office Briefing Room
CBRNe	Chemical, Biological, Radiological, Nuclear, Explosive
CRIP	Common Recognised Information Picture
DCLG	Department of Communities & Local Government
Defib	Defibrillator
DPH	Director of Public Health
EA	Environment Agency
ECC	Emergency Communications Centre
FCC	Force Contact Centre
FCP	Forward Control Point
ICS	Incident Command System
IT	Information Technology
HAZMAT	Hazardous Materials
HF	High Frequency
HM	Her Majesty's
HQ	Headquarters
JRLO	Joint Regional Liaison Officer
LRF	Local Resilience Forum
MACA	Military Aid to Civil Authorities
MERIT	Medical Emergency Response Incident Team
MTPAS	Mobile Telephone Privileged Access Scheme
NHS	National Health Service
NHS CB	NHS Commissioning Board
PHE	Public Health England
RAYNET	Radio Amateur Network
RED	Resilience Emergencies Division
RWG	Recovery Working Group
SAGE	Scientific Advisory Group for Emergencies
SCC	Strategic Coordinating Centre
SCG	Strategic Coordinating Group
SIO	Senior Investigating Officer
STAC	Scientific Technical Advice Cell
TCG	Tactical Coordinating Group
UHF	Ultra High Frequency
VASEC	Voluntary Aid Societies
VHF	Very High Frequency