



**St Helena
Government**

Major Incident Response Plan (MIRP)

Summary	National Major Incident Plan Ops Manual
Purpose	Generic Response Manual for Major Incidents
Status	Issued
Version Number	5
Date of Issue	01/05/2026
Date of next Review	01/05/2027

Prepared by	Emergency Planning
Approved by	Chair of St. Helena Resilience Forum

OFFICIAL – SENSITIVE

STOP

If you are dealing with a Major Incident and
you have not yet read this document

DO NOT

read it all now!

Please turn to Appendix 1 and 2 for Speed
Sheets and Action
Cards or call the Emergency Planning
Department

Version Control

Version	Date	Status	Author
V0.1	September 2014	Draft - Pages numbers are indicative only until final issue.	Emergency Planning Manager
V0.2	October 2014	Draft – Updates re SRC / RC and Silver Action Management Process	Emergency Planning Manager
V0.3	November 2014	Initial Version of plan for distribution	Emergency Planning Manager
V1	November 2014	Final Issued	Emergency Planning Manager
V1.1	February 2015	Updates ref Sea Rescue and Incident Commander	Emergency Planning Manager
V1.2	September 2015	Addition of Aeronautical Search and Rescue Section	Emergency Planning Manager
V1.3	April 2016	Exercise Update	Emergency Planning Manager
V1.4	April 2016	Edited version produced for website only	Emergency Planning Manager
V1.5	May 2016	Annual Review amended pages 9, 50,52,54,57, 61-67,69,88—99,109,114,118	Emergency Planning Manager
V1.6	May 2017	Annual Review amended pages 40, 50, 56, 57, 96, 97,104, 109	Emergency Planning Manager
V1.7	July 2018	Annual Review All Pages amended	Emergency Planning Manager
V1.8	July 2018	Edited version produced for website only	Emergency Planning Manager
V2.0	June 2022	Plan rewritten to reflect structural changes resulting from the Fit For the Future Programme. Changes also made to ensure the plan follows current good practice guidelines and promotes the use of JESIP principles	Emergency Planning Manager & Chief of Police
V2.1	September 2022	Amendments following feedback from SHRF. Replace certain references to ENRP with TISD. Speed Sheets 1-3 re-drawn using Visio to provide editable versions.	Chief of Police

		CCC contact amended. Roles of ENRP and Airport Fire & Rescue added to CAT 1 responders (p.18-19).	
V2.2	February 2023	Revised version (omitting names) for publication on internet and forwarding to FCDO	Chief of Police
V2.3	March 2023	Definition of 'major incident standby' added	Emergency Planning & Chief of Police
V2.4	April 2023	Annual review	Emergency Planning & Chief of Police
V2.5	April 2024	Continuing with annual review	Emergency Planning
V2.6	May 2024	Issued to Chair of Resilience Forum for approval	Emergency Planning
V3	May 2024	Issued to plan holders	Emergency Planning
V3.1	April 2025	Annual review to include Recovery and comments from MAGIC course	Emergency Planning
V3.2	May 2025	Issued to Chair of Resilience Forum for approval	Emergency Planning
V4	May 2025	Issued to plan holders	Emergency Planning
V4.1	April 2026	Annual review to include updated Major Incident Standby definition	Emergency Planning
V4.2	April 2026	Issued to Chair of Resilience Forum for approval	Emergency Planning
V5	May 2026	Issued to plan holders	Emergency Planning

Exercising, Validation & Activation

Date	Type	Update
05/08/2014	Activation	Command structure implemented in response to Ebola threat
20/08/2014	Validation	Command structure principles validated through use in relation to the fuel leak incident at Rupert's. Incident managed by ENRP
07/10/2014	Activation	Command Structure implemented in response to Newcastle disease threat
17/12/2014	Exercise	Major Incident Exercise involving mini bus, Petrol Tanker and car, numerous casualties and some fatalities
19/2/2015	Exercise	Exercise Whaleshark to test Tactical and Strategic Command
02/09/2015	Exercise	Airport Training Exercise for Major Incident
04/11/2015	Exercise	Exercise Wildcat Airport Major Incident
08/03/2016	Exercise	Exercise Maldivia to test Hospital Major Incident plan
12/04/2017	Exercise	Major Incident Exercise Highground Multi casualty RTC also tested Hospital Major Incident Plan
22/03/2018	Exercise	Major Incident table top exercise repeat of Highground
31/08/2018	Activation	Major incident declared due to rock fall threat in Jamestown
13/09/2018	Exercise	Major Incident table top exercise repeat of Highground
20/02/2020	Exercise	Exercise Green Elephant – Strategic command exercise based on Rockfall scenario
23/01/2023	Activation	Command structure implemented in response to Connect St Helena's Power Failure
26/01/2023	Exercise	Exercise Blue Whale – Table top exercise based on cruise ship evacuation
21/03/2023	Exercise	Exercise Purple Giraffe – Table top exercise focussing on a Cyber Attack
26/09/2023	Exercise	Exercise Red Panda – Table top exercise focussing on Heath & Social Care
25/04/2024	Exercise	Exercise Yellow Mustang – Table Top exercise based on an explosion in Rupert's
20/02/2025	Exercise	MAGIC Course – Table Top exercise testing certain elements of the MIRP
14/05/2025	Exercise	Exercise Polka-dot Aardvark - Strategic command exercise based on Rockfall scenario
12/11/2025	Exercise	Exercise Black Swan – Live Airport exercise

06/02/2026	Activation	Major Incident declared due to a serious safety failure at the island's airport
23/03/2026	Exercise	Exercise Purple Eagle – Table Top exercise based on Maritime & Aeronautical Mass Rescue Operations
13/07/2026	Exercise	Exercise Black Dog – Table Top exercise on Mass Casualty (hospital)
09/11/2026	Exercise	Exercise Yellow Duck – Table Top exercise on Counter Pollution

List of Plan Holders

Plan Number	Distribution List
1	Emergency Planning
2	Chief Secretary
3	Portfolio Director of Environmental, Natural Resources and Planning
4	Portfolio Director of Safety, Security and Home Affairs
5	Portfolio Director Health & Social Care
6	Portfolio Director of Education, Skills & Employment
7	Portfolio Director of Economic Development
8	Deputy Chief Secretary
9	Governor's Office
10	Financial Secretary
11	Deputy Financial Secretary –Treasury
12	Communications Hub
13	JESCC
14	Royal St Helena Police Service
15	St Helena Fire & Rescue Service
16	Sea Rescue Service
17	Emergency Operations Manager
18	Head of Customs & Immigration
19	IT Section Manager
20	GIS Manager
21	St Helena Airport Ltd
22	Connect St Helena
23	Solomon & Company

Glossary of Terms

AAIB	Air Accident Investigation Branch
ACP	Access Control Point
ALP.....	Ambulance Loading Point
DVI	Disaster Victim Identification
ENRP	Environment and Natural Resources Portfolio
EPM.....	Emergency Planning Manager
FCDO	Foreign Commonwealth & Development Office
FCP	Forward Control Point
HDT	Hospital Documentation Team
ICAO.....	International Civil Aviation Organization
ICP	Incident Control Point
IEG	Incident Executive Group
ILO.....	Incident Liaison Officer
JDM	Joint Decision Model
JESCC.....	Joint Emergency Services Control Centre (at Police Headquarters)
JESIP	Joint Emergency Services Interoperability Programme
MAIB.....	Marine Accident Investigation Branch
MIRP	Major Incident Response Plan
NILO	National Interagency Liaison Officer
RC	Rest Centres
RCC.....	Rescue Coordination Centre
RSC.....	Rescue Sub Centre
RSR.....	Rescue Sub Region
RVP	Rendezvous Point
SAR.....	Search and Rescue
SCG.....	Strategic Coordination Group
SHG.....	St Helena Government
SHRF.....	St. Helena Resilience Forum
SIM	Senior Identification Manager
SIO	Senior Investigating Officer
SMC	Search Mission Coordinator
SME.....	Subject Matter Expert
SRC.....	Survivor Reception Centre
SRR.....	Search and Rescue Region
TCC	Tactical Coordination Centre (generally at Police Headquarters)
TCG.....	Tactical Coordination Group
TISD	Transport, Infrastructure & Sustainable Development Portfolio

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1 Introduction

The St Helena Major Incident Response Plan forms part of the wider planning and preparedness arrangements undertaken by The Government of St Helena through the St Helena Resilience Forum as part of its civil duty of protection to the community at large.

The plan and its attending processes seeks to, wherever possible, anticipate and mitigate risk but recognises that in the event of a major incident occurring effective and coordinated arrangements are essential in order to protect life and property and to restore the community to a state of normality as soon as possible.

This plan has been developed by the St Helena Resilience Forum to manage the current risk profile of St Helena.

Planning has been undertaken with regard to the principles of Integrated Emergency Management:

Anticipation, Assessment, Prevention, Preparation, Response & Recovery

Based on best practice, this plan has been developed in cognisance of the following legislation and guidance, which will be adopted or adapted as far as is relevant to the local circumstances of St Helena.

- Civil Contingencies Act 2004
- UK Cabinet Office Guidance on Emergency Preparedness
- UK Cabinet Office Guidance on Emergency Response and Recovery
- ACPO Guidance on Emergency Procedures 2009
- Joint Emergency Services Interoperability Programme 2013
- Aircraft Accident Investigation in UK Overseas Territories (AAIB)

Where applicable other legislation and guidance has been considered in determining the response elements of this plan.

1.1 Major Incident Definition

A Major Incident is defined as - An event or situation with a range of serious consequences which requires special arrangements to be implemented by one or more emergency responder agency.

A major incident is beyond the scope of business-as-usual operations, and is likely to involve:

- Serious harm
- Damage
- Disruption
- Risk to human life or welfare
- Risk essential services,
- Risk to the environment and
- Risk to national security

A major incident may involve a single-agency response, although it is more likely to require a multi-agency response, which may be in the form of multi-agency support to a lead responder.

The severity of the consequences associated with a major incident are likely to constrain or complicate the ability of responders to resource and manage the incident, although a major incident is unlikely to affect all responders equally.

The decision to declare a major incident will always be a judgement made in a specific local and operational context, and there are no precise and universal thresholds or triggers. Where the SHRF and/or responders have explored these criteria in the local context and ahead of time, decision makers will be better informed and more confident in making that judgement.

Note: Emergency responder agency” describes all category one and two responders as defined in the Civil Contingencies Act (2004) and associated guidance.

1.2 Major Incident Standby Definition

Major Incident Standby is defined as a pre-escalation status applied to any situation that is not yet a Major Incident but presents a credible risk of escalation, may impact service delivery, public safety, or public confidence, and requires responding agencies to prepare for a coordinated multi-agency response, including the mobilisation of appropriate staff, resources, and planning arrangements in advance of potential escalation.

This status may be declared where there is:

- **Uncertainty:**
Doubt regarding the safety, location, or status of people, vessels, aircraft, or critical systems
Also referred to as INCERFA in Aeronautical terms
- **Concern:**
Increasing concern for the safety of people or the integrity of infrastructure, where the situation appears to be deteriorating
Also referred to as ALERFA in Aeronautical terms
- **Imminent Risk:**
A developing situation where there is a reasonable likelihood of serious harm, significant disruption, or threat to life requiring immediate readiness to respond
Also known as DETRESFA in Aeronautical terms

And/or where the situation:

- Has the potential to escalate beyond the Island’s routine response capability, requiring coordinated multi-agency management;
- May involve the need to move, shelter, or otherwise safeguard members of the community due to local risks
- May require timely communication of safety, health, or environmental advice to the public to reduce risk;
- Is likely to disrupt key Island functions, including access routes, utilities, healthcare provision, supply chains, or transport links;
- Is likely to attract heightened concern within the community due to the nature, scale, or visibility of the incident.

Declaration of Major Incident – Standby enables:

- Early coordination between responding agencies;

- Preparation and mobilisation of staff, resources, and logistics;
- Proactive communication and situational awareness;
- A controlled and timely escalation to Major Incident if required

1.3 Declaration of a Major Incident

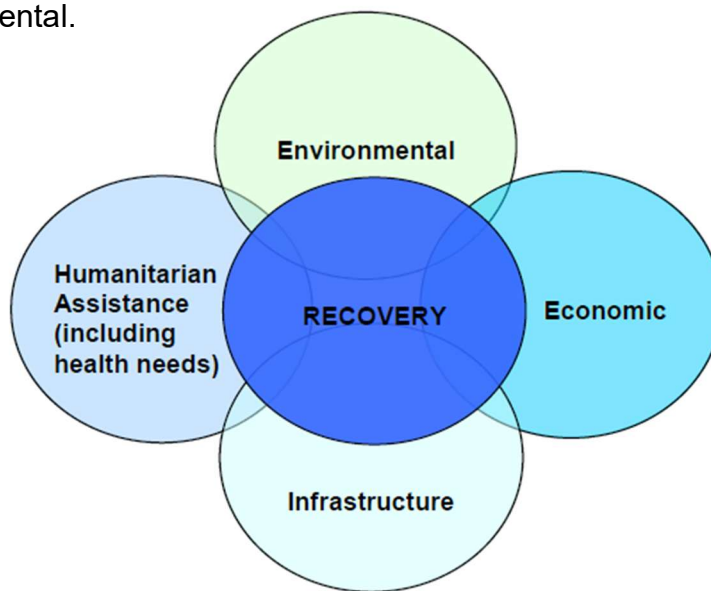
Any member of staff of any rank from an emergency responder agency can declare a major incident if they consider the criteria above has been met.

1.4 Recovery

Recovery is defined as the process of rebuilding, restoring and rehabilitating the community following an emergency.

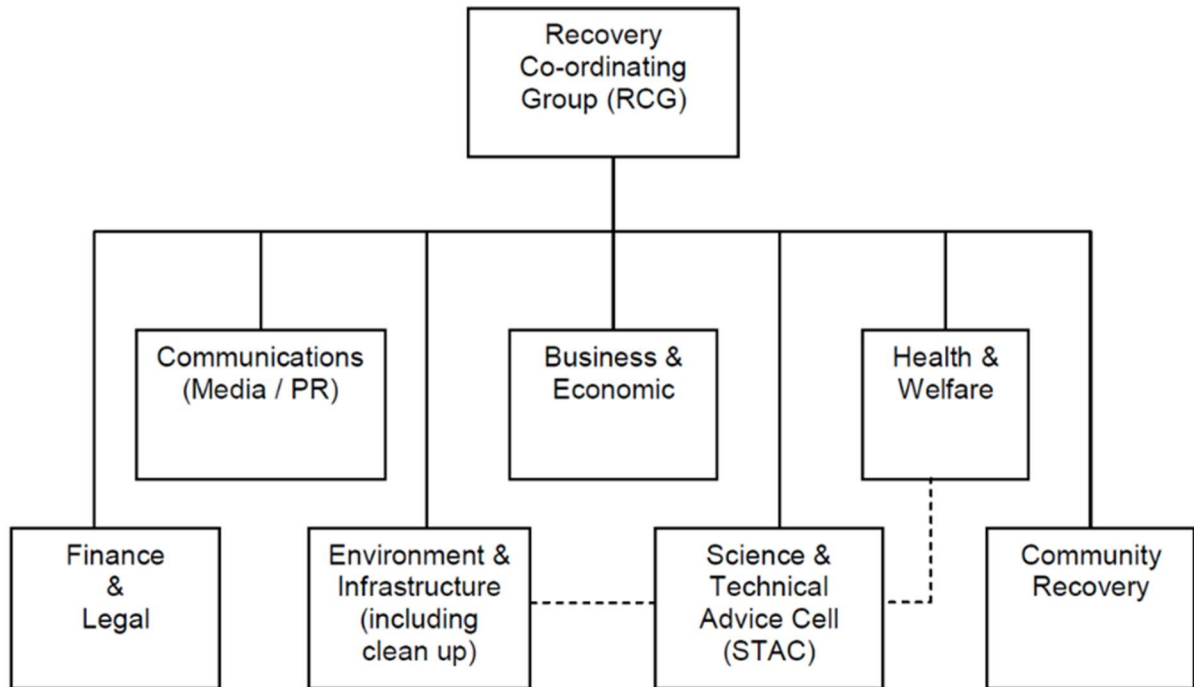
There are four interlinked categories of impact that individuals and communities will need to recover from:

- Humanitarian (inc. Health);
- Economic;
- Infrastructure; and
- Environmental.



Ideally recovery should start following the respond and rescue phase in order to plan for the 'new normal'.

An example of a Recovery Co-ordinating group is set out below for ease of reference. The groups are not limited to the example and should be expanded as appropriate.



For further guidance the HM Government, Emergency Response and Recovery *Non statutory guidance accompanying the Civil Contingencies Act 2004* can be used.

<https://www.gov.uk/government/publications/emergency-response-and-recovery>

1.5 Major Incident Phases

A major incident will run through the number of phases.

- Response
- Rescue
- Recovery and Investigation



Because of St Helena's limited resources it is recognised that there will be many duplicated roles throughout a Major Incident

1.6 Emergency Powers

In the event of a major incident which threatens public safety or disrupts the supply of services essential to maintaining life there is statutory provision for the Governor to make regulations to mitigate the situation.

These powers are contained within the Emergency Powers Ordinance¹ (Ordinance 10 of 1978) and also The Emergency Powers (Overseas Territories) Order 2017². The powers conferred by this legislation are potentially wide ranging and may be used to override other existing legislation as necessary.

From an operational perspective the powers available to the Governor are similar in nature to the powers available for use within the UK by senior ministers which are conferred by the Civil Contingencies Act 2004.

2 Plan Purpose

2.1 Aim

The aim of the Major Incident Response Plan is to provide guidance to enable responders to work together to save lives and reduce harm during a Major Incident.

2.2 Objectives

The Objectives of the Plan are;

- To act as a guidance document for all categories of responders during phases of major incident
- To define the main functions, roles and responsibilities of responders
- To detail Actions of the first officers at the scene
- To detail Command and Control Protocol
- To detail Actions of Recovery Groups
- To define how JESIP Principles for Joint Working are to be followed

2.3 Scope

This plan will apply to both spontaneous events, sudden impact incidents which occur with a minimum of warning and also to those events which may be classed as a 'rising tide event'.

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

¹ <https://www.sainthelena.gov.sh/wp-content/uploads/2017/11/Emergency-Powers-Ordinance.pdf>

² <https://www.legislation.gov.uk/ukSI/2017/181/made/data.htm?wrap=true>

2.4 Risk Specific Plans

The guidance produced within this document is intended to provide the base response to any Major Incident scenario with the ability to activate capabilities as required in order to ensure an effective response. There are however, a number of specific risks which have been identified which require a bespoke response plan.

The risk specific plans are designed to work in synchronisation with the processes and procedures identified within this document.

The risk specific plans coordinated through the St Helena Resilience Forum are:

- Forest Fire Plan
- Transfer of Casualty Plan
- Drought Plan
- Repatriation of Deceased by Air Plan
- Maritime and Aeronautical Search and Rescue Plan
- Rockfall Plan
- Survivor Reception (Airport) Plan
- Media Communications Plan
- Power Failure
- Cruise Ship Rescue Plan
- Rupert's Evacuation Plan
- Jamestown Evacuation Plan
- Severe Rainfall Plan
- DVI Plan
- Fuel Contingency Plan
- Coastal and Post Box Walk Search and Rescue Plan
- Mass Casualty (Hospital) Plan
- Port Pollution Response Plan
- Humanitarian Aid Response Plan
- Biosecurity Major Incident Response Plan
- Casualty Bureau Plan (Draft)
- Rest Centre Plan (Draft)
- Survivor Reception (Island) Plan (Draft)
- Ruperts Port Emergency Plan
- Infectious Diseases and Monitoring Plan
- Water Contamination Plan
- Physiological Trauma Response Support Plan
- Operational Contingency Plan for Cruise Ships
- National Cyber Incident Response Plan (Draft)
- Cable Landing Station Contingency Plan (Draft)
- Communications Failure Contingency Plan
- Terrestrial Pollution Response Plan

In addition to the above the Emergency Planning Department also holds a copy of the following plans:

- St Helena Airport Ltd Emergency and associated Plans
- Connect Saint Helena PLC Plans namely; Drought, Load Shedding and Power Failure
- Solomon & Company (St Helena) Plc Plans namely; BFI Evacuation Plan

2.5 Administration

This plan will be administered by the Emergency Planning Department. This will include annual review and updates as and when necessary.

3 Command, Control & Coordination

During a Major Incident the model for Command, Control and Coordination will broadly follow the UK principles of command and control i.e. Gold (Strategic), Silver (Tactical) and Bronze (Operational).

The command structure ensures clarity so that all staff deployed knows:

- Who reports to whom
- Who is accountable for what
- Which individual/ organisation is responsible for specific functions / tasks

It should be noted that the command structure is role and not rank specific.

GOLD	Responsible for setting the strategic objectives and overall framework for the command structure
SILVER	Tactical Command. Manages the response based on the objectives set by Gold.
BRONZE	Operational / Functional roles. Implement the tactics set by the Silver Commander

Whilst identifying the basic command structure and suggested chair for the IEG, Gold and Silver groups their wider membership will be flexible. Attendance will be targeted, based on the anticipated need, which may vary dependant on the type and scale of the incident. This will ensure an efficient structure with a clear business focus.

The following table is indicative (not definitive) as to possible attendance at each level of the command structure.

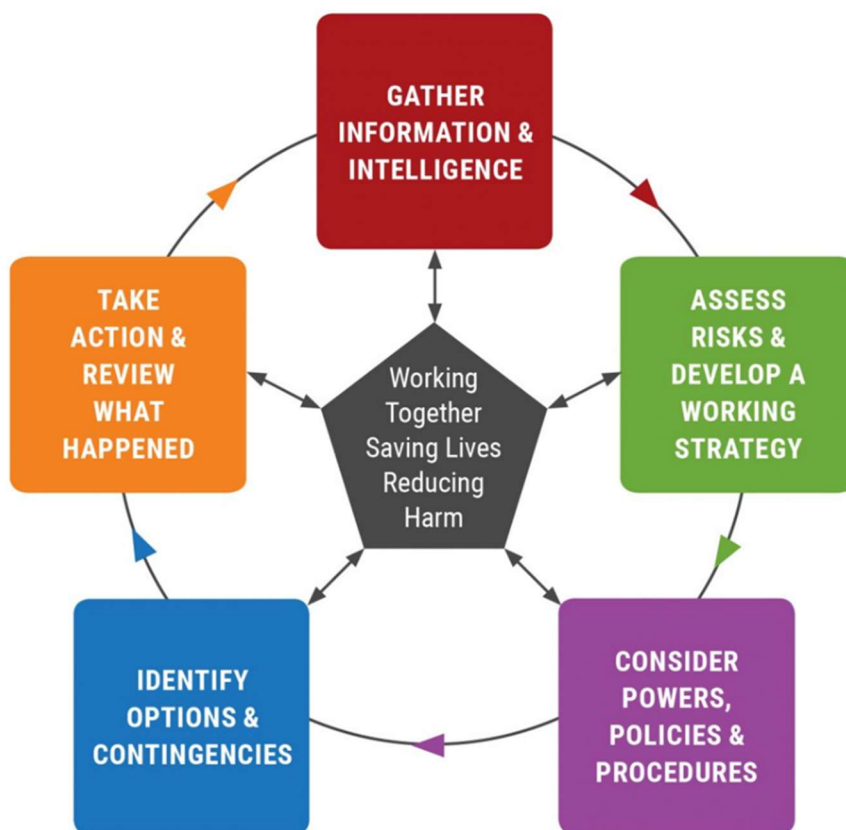
Gold	Silver	Bronze
Chief Secretary Attorney General Chief of Police Head of Communications Portfolio Directors Relevant subject matter experts (SME)	Royal St. Helena Police Portfolio Director(s) Communications Hub Utilities Director(s) Airport Operator Fire & Rescue Sea Rescue Ambulance	Bronze is not part of a formal meeting structure but is the collective term for the Incident Commanders from each of the responding services / agencies

3.1 JESIP Principles for Joint Working

At each level staff will use the JESIP Principles for Joint Working. All staff are to be trained in the use of the principles. A free online JESIP course is available on <https://www.jesip.org.uk/training/all-staff-e-learning/>. The Emergency Planning Department can issue a Certificate of completion.

3.2 Joint Decision Model ³

One of the difficulties facing commanders from different organisations in a joint emergency response is how to bring together the available information, reconcile objectives and then make effective decisions together. The JDM, shown below, has been developed to enable this to happen.



In common with most decision models, the JDM is organised around three primary considerations:

- **Situation:**
What is happening, what are the impacts, what are the risks, what might happen and what is being done about it? Situational awareness is having an appropriate knowledge of these factors.
- **Direction:**
What end state is desired, what are the aims and objectives of the emergency response and what overarching values and priorities will inform and guide this?

³ Joint Emergency Services Interoperability Programme – Home Office 2013 (see <https://www.jesip.org.uk/home>)

- **Action:**

What needs to be decided and what needs to be done to resolve the situation and achieve the desired end state?

The JDM develops these considerations and sets out the various stages of how joint decisions should be reached. One of the guiding principles of the JDM is that decision makers will use their judgment and experience in deciding what additional questions to ask and considerations to take into account, to reach a jointly agreed decision. They must therefore be free to interpret the JDM for themselves, reasonably and according to the circumstances facing them at any given time. Strict adherence to the stepped process outlined in the JDM should always be secondary to achieving desired outcomes, particularly in time sensitive situations. A detailed and well-practiced understanding of the JDM will facilitate clear and ordered thinking under stress.

The following sections summarise the questions and considerations that commanders should think about in following the model.

- The JDM can be used for a *rapid onset* or a *rising tide* emergency to enable the establishment of shared situational awareness.
- The joint assessment of risk is the process by which commander's work towards a common understanding of threats, hazards and the likelihood of them being realised, in order to inform decisions on deployments and the risk control measures that are required. Risk mitigation measures to be employed by individual services also need to be understood by the other responding organisations in order to ensure any potential for unintended consequences are identified in advance of activity commencing.
- Decision making in an emergency will be focused on how to achieve the desired end state and there will always be various constraints and considerations that will shape how this is achieved. Powers, policies and procedures relate to any relevant laws, operating procedures or policies that may impact on the desired response plan and the capabilities that are available to be deployed. They may impact on how individual services will need to operate and co-operate in order to achieve the agreed aims and objectives. In the context of a joint response, a common understanding of any relevant powers, policies, capabilities and procedures is essential in order that the activities of one service compliment and do not compromise, the approach of the other services.
- There will almost always be more than one option to achieve the desired end state and it is good practice that a range of options are identified and rigorously evaluated. Any potential option or course of action should be evaluated with respect to:

Suitability – does it fit with the strategic direction?

Feasibility – in resource terms can it be done?

Acceptability – is it legal, morally defensible and justifiable?

- An option may include deploying resources, briefing the public (mainstream and social media) or developing a contingency or emergency plan. Whichever options are chosen, it is essential that commanders are clear what they are required to carry out and there should be clearly agreed procedures for communicating any decision to defer, abort or initiate a specific tactic.
- Contingencies relate to events that may occur and the arrangements that are put in place to respond to them should they occur.

- Building situational awareness, setting direction and evaluating options all lead to taking the actions that are judged to be the most effective and efficient in resolving an emergency and returning to a new normality. As the JDM is a continuous loop, it is essential that the results of those actions are fed back into the first box – Gather and share information and intelligence – which establishes shared situational awareness. This will, in turn, shape any revision to the direction and risk assessment and the cycle continues.
- A fundamental role within any major incident is that of the Loggist; the person who is responsible for capturing; through decision logs; the decision making process that might be used in any legal proceedings following an incident. It is essential that logs record not only decisions but also the rationale behind decisions made.

It is **essential** that untrained personnel taking on the loggist role should be briefed fully on the requirements of the position.

Blank log sheets can be found in this Plan on page 53

3.3 The Role of Government

For the purposes of this plan, members of Executive Council will be referred to as Government.

The role of Government in a major incident is to support the emergency services and then to help return life to normal as soon as possible. In order to achieve this, Government will support and complement the role of responders by:

- providing strategic directions based on:
 - a Common Recognised Information Picture;
 - intelligence assessments where relevant;
 - advice from the Strategic Co-ordinating Group or other key stakeholders;
 - advice on the wider impact and longer-term recovery;
 - scientific advice provided by, or on behalf of the lead department.
- deciding on the adequacy of existing legislation and the use of emergency powers;
- requesting and/or authorising specialist/military assistance;
- mobilising and/or releasing assets and resources to support response and recovery efforts;
- determining national protective security and other counter-measures;
- determining the public information strategy and co-ordinating public advice;
- managing the international/diplomatic aspects of the incident;
- providing early strategic direction of preparations for the recovery phase without conflicting with immediate response;
- advising on the relative priority to be attached to multi-site or multiple incidents.

4 Categorisation of Responding Agencies

The categorisation of responders helps to define their role and responsibility both in relation to planning for emergencies and their involvement in the responding to a major incident.

Responding agencies are categorised in line with the UK Civil Contingencies Act 2004.

Category 1 Responders (Cat 1)

- Organisations at the core of the response to most emergencies (the emergency services, SHG, Health, etc.).

Category 2 Responders (Cat 2)

- Organisations (including transport and utility providers) are 'co-operating bodies'. They are less likely to be involved in the heart of planning work, but will be heavily involved in incidents that affect their own sector.

The table below is indicative of the categorisation of agencies and sectors on island.

Category 1	Category 2	Community & Voluntary Groups
Police Service Fire & Rescue Sea Rescue Health Service ENRP Airport Fire & Rescue Communications Hub	SHG Portfolios Met Office Connect Sure Solomons (BFI) HM Prison Service HM Customs & Immigration Port Management Airport Operator	Voluntary services Faith Groups Commercial Fisheries / boats Commercial Agriculture Retail / suppliers Warehousing / Cold stores Hotels & Accommodation Radio Media services Amateur Radio Private Sector businesses

5 Roles and Responsibilities

5.1 Category 1 Responders

5.1.1 Police

The primary areas of Royal St Helena Police Service responsibility are:

- The saving of life together with the other emergency services
- The co-ordination of the emergency services, SHG and other organisations supporting the scene of the incident utilising the Joint Decision Model (see Page 15)
- To secure, protect and preserve the scene and to create a sterile area for emergency responders to operate within through the management of inner and outer cordons.
- Investigation of the incident and obtaining and securing evidence in conjunction with other investigative bodies as applicable
- Property protection and recovery
- Victim identification and collation of casualty information including where applicable, activating and coordinating Casualty Bureau
- Family liaison
- Identification of the dead on behalf of HM Coroner
- The prevention and detection of crime
- Support SHG in the restoration of normality after all necessary actions have been taken.

5.1.2 Fire and Rescue Service

The primary areas of St Helena Fire and Rescue Service responsibility are:

- Life-saving through search and rescue
- Fire-fighting and fire prevention
- Safety management within the inner cordon
- Rendering humanitarian services
- Management of hazardous materials and protecting the environment
- Provision of mass decontamination
- Salvage and damage control
- Fire investigation
- Mutual aid to the Airport Fire & Rescue Service
- Undertake triage of casualties to prioritise treatment

5.1.3 Sea Rescue Service

The primary areas of St Helena Sea Rescue Service responsibility are:

- The provision of Sea Rescue capability
- Life-saving through search and rescue
- Rendering humanitarian services
- Undertake triage of casualties to prioritise treatment

5.1.4 Health Service

The primary areas of the Health Service responsibility are:

- Save lives by providing care within the community and hospital
- Provide and co-ordinate a clinical response for managing a large number of casualties
- Provision of Ambulance services to provide pre-hospital emergency care and transportation
- To co-ordinate the triage process of casualties and to prioritise treatment
- To manage the evacuation of casualties where appropriate, depending on clinical need and resource availability
- Keep records of casualties
- Provision of advice in relation to public health issues by the Environmental Health Department
- Contribute to the recovery process through longer term health surveillance of affected individuals and communities

5.1.5 Environment & Natural Resources Portfolio

The primary areas of the Environment & Natural Resources Portfolio (ENRP) responsibility are:

- Management of any issues impacting on the environment.
- Manage response to pollution incidents.
- Manage response to flooding incidents.

5.1.6 Airport Fire & Rescue Service

The primary areas of the Airport Fire & Rescue Service responsibility are:

- Response to aircraft incidents on or in the immediate vicinity of the airport.
- Mutual aid support to the Fire & Rescue Service.
- Undertake triage of casualties to prioritise treatment

5.1.7 St Helena Government Communications Hub

The responsibilities of the Press Office are to:

- Warn & inform the public
- Publicise key messages
- Provide reassurance to the public
- Liaison with media organisations
- Support and provide advice and guidance to Gold and Silver Command
- Liaise with key individuals within affected community

5.2 Category 2 Responders

Category 2 agencies and the community voluntary sector will be called upon to provide assistance in the event of a major Incident. Their role will be appropriate to their field of expertise or directed to where their services can be best utilised in support of the wider emergency services / SHG response and recovery effort in order to mitigate risk and harm to the community.

Representatives of agencies will be at both Silver and bronze level as required dependant on the nature of the major incident.

5.3 Emergency Planning Department

The Head of Emergency Planning Manager and Emergency Planning staff represents a limited resource able to provide tactical advice to each level of command in relation to both the management of a major incident and also as the subject matter expert in respect of processes and plans.

Advice will be tailored as appropriate to the strategic, tactical and operational levels.

The Haed of Emergency Planning should be contacted as soon as is practicable once a major incident or major incident standby has been declared.

Emergency Planning holds all subsidiary emergency plans and databases on behalf of the St Helena Resilience Forum. Some useful databases are:

- Emergency Contact Directory
- Radio Database
- Resident Translator Database
- PTRS Directory
- Loggist Database

In relation to rising tide events, the Head of Emergency Planning should be involved at the earliest possible stage to ensure appropriate advice is available and contingencies developed to minimise the impact of any event.

Advice in relation to emergency planning may be sought at any time when considering new plans or reviewing existing arrangements.

5.4 I.T. Department

The SHG IT Department will continue to fulfil its core function during a major incident. However, it will prioritise requests for support to individuals/teams responding to the incident. Support includes but not limited to;

- Maintain critical systems uptime: Ensure emergency services, communications platforms, and government systems remain operational.
- Emergency communications support: Set up and manage email, messaging, and backup communication tools for responders.
- Network resilience: Monitor and stabilise networks; implement failover solutions if infrastructure is damaged.
- Rapid user support: Provide urgent IT helpdesk support for responders and staff working under pressure.
- Remote access enablement: Ensure secure remote access (VPNs, cloud systems) for staff working from different locations.
- Data management and sharing: Enable fast, secure sharing of incident data across departments.
- Cybersecurity vigilance: Increase monitoring to protect against cyber threats that may exploit the incident.
- Backup and recovery: Safeguard critical data with backups and restore systems quickly if outages occur.
- Hardware deployment: Supply and configure laptops if available and temporary workstations as needed.
- Public information systems: Keep websites and social media feeds running to inform the public.
- Post-incident recovery: Restore normal services, assess system performance, and strengthen resilience for future incidents.

5.5 GIS Department

The SHG GIS Department will continue to fulfil its core function during a major incident. However, it will prioritise requests for support to individuals/teams responding to the incident. Support includes but not limited to;

- Real-time mapping: Produce up-to-date maps showing incident locations, affected areas, and hazards (e.g. fire spread, landslides, flooding).
- Situational awareness dashboards: Build live GIS dashboards integrating data from emergency services, weather feeds, and field reports.
- Resource tracking: Map and monitor the location of emergency responders, vehicles, shelters, and critical assets.
- Support Evacuation planning: Identify safe evacuation routes, assembly points, and vulnerable populations.
- Risk and impact analysis: Overlay population data, infrastructure, and environmental factors to assess who and what is at risk.
- Data integration hub: Combine satellite imagery, drone data, GPS inputs, and local reports into one coordinated system.
- Communication support: Create clear, shareable maps for decision-makers and the public to explain the situation.

- Infrastructure mapping: Highlight key utilities (water, power, and communications) to support repair and continuity planning.
- Search and rescue support: Provide terrain analysis
- Post-incident assessment: Map damage, support recovery planning, and document impacts for future resilience planning.
- Pre-incident preparedness: Maintain baseline datasets, hazard maps, and response plans to enable rapid activation.

6 Scene Management

The Royal St Helena Police Service (via the JESCC) has the responsibility for the coordination of emergency services responding to a major incident.

6.1 First on scene

The first responder arriving at the scene must ensure that they provide an accurate report back to control using the **METHANE** mnemonic. The initial assessment of the scene will help determine the scale and nature of the response. Initially responders may not be able to clearly determine the scale of the incident but it is important that an assessment is undertaken and should be as accurate as possible to allow an appropriate response. The responder's immediate responsibility is to assume interim command and ensure that other emergency services are informed if they are not already in attendance.

Initial priorities are to:

- **ASSESS**
- **INFORM & MAINTAIN CONTACT WITH CONTROL**
- **TAKE COMMAND OF THE INCIDENT**
- **START A LOG**

The above points are essential to ensure a point of contact at the scene is maintained and that any changes in the situation are reported back.

Ideally the first responder should not allow themselves to become engaged in rescue work until relieved by a supervisor the initial responder will assume the role of Bronze Scene.

6.2 Bronze Scene

Bronze Scene Responsibilities are to:

- Give METHANE update as soon as possible and repeat as necessary;
- Establish a Forward Command Post (FCP);
- Determine distance of Inner Cordon (See below guidance);
- Ensure inner cordon delineated (ideally with Red and White tape marked 'Do Not Cross');
- Establish inner cordon Scene Access Control Point jointly with Fire and Rescue Service;
- Appoint an Inner Cordon Officer or Cordon Sector Commander(s) (if required);
- Ensure staff entering and leaving the inner cordon are documented and have appropriate personal protective equipment;
- Delineate outer cordon with Blue and White tape marked 'Police' / 'Police line do not cross'

- Consider traffic cordon and assign a Bronze Traffic (I&TS) role to co-ordinate this function
- Establish Access Control Points (outer cordon);
- With Health, establish Casualty Clearing Station(s) and Ambulance Loading Points, consider access and egress routes.

6.3 Cordons

Think Big!

It is easier to scale back a cordon than to expand it.

All scenes should be regarded as potential crime scenes in the initial stages until advised otherwise by the SIO. Cordons are a key tactic to obtain control of a scene, securing and preserving evidence, establishing continuity and minimising the risk of contamination.

Bronze Scene will assume initial responsibility for setting and implementing cordons until such time as a supervisor is appointed to undertake the 'Bronze Cordons' role.

Cordon distances should be set to ensure the scene is protected and to ensure the safety of the public and those personnel who need to work within it.

When establishing an inner cordon the following should be used as a guide to the minimum cordon distance:

- | | |
|--|----------------|
| - Small risk of explosion (Letter or small parcel) | 100m |
| - Medium risk of explosion (rucksack or briefcase) | 200m |
| - Large risk of explosion (Car, van or aircraft) | 400m (minimum) |

Where appropriate advice should be sought from the Fire Service Bronze commander.

Where active Fire and Rescue operations are underway command of the inner cordon rests with the relevant Fire & Rescue service

No one should enter the inner cordon unless they have a legitimate need to do so.

Access into the inner cordon will be through the Scene Access Control Point only and a log will be maintained by the cordons officer.

The record will include time, name, organisation / role and the reason for entry. The time of exit will also be recorded.

The cordons officer will challenge any person who they believe does not have a legitimate reason to enter the scene and this too will be recorded in the log. Bronze scene (or Bronze cordons, if appointed) will be advised of any challenge.

Access through the outer cordon will be controlled through an identified Access Control Point (ACP) to ensure only those personnel involved in dealing with the incident are permitted to enter. The outer cordon should be set so as to create a sterile area of sufficient size to facilitate operations, protect the public and prevent interference.

Traffic cordons will where necessary be established beyond the limit of the outer cordon to divert traffic away from the incident scene and minimise congestion. This function will be managed by TISD and a roads supervisor will be appointed as 'Bronze Traffic'.

In determining the scale of the cordoned area consideration must be given to effectively managing the area. Where possible natural or other physical barriers should be used to minimise the number of staff required to control the area effectively.

6.4 Forward Command Point (FCP) / Incident Command Point (ICP)

The forward command point will be established within the outer cordon and will be the point at which Bronze scene is located. Wherever possible this will be co-located with the other emergency services at the scene.

Limitations on command resources are likely to result in an Incident Command Point (ICP) not being established near the scene. This function will be undertaken remotely from the Tactical Coordination Centre (TCC).

6.5 Rendezvous Point (RVP)

Where appropriate an RVP will be established between the traffic and outer cordon. This will provide a designated area for resources to assemble before being called forward when required to the FCP or the scene.

The RVP (if established) will be managed by staff from TISD.

6.6 Incident Liaison Officer (ILO)

When a major incident is declared the relevant service(s)/portfolio(s) will deploy an Incident Liaison Officer to the Silver (Tactical) Command.

The ILO will be a supervisor who has a good knowledge of capabilities within the Portfolio and other areas of SHG. Their role will be to:

- Provide tactical advice / options around capabilities that might be used for the effective resolution of the incident or support rescue operations
- Be the point of contact for the relevant portfolio at Silver
- Escalate matters to Silver Commander as appropriate
- Have an awareness of Health & Safety
- Make a positive impact on the incident

6.7 Other Emergency Responders

Personnel attending the scene from the other emergency responders will establish a footprint for their operations within the outer cordon. They will liaise with Scene Bronze to ensure they are able to work together in an efficient and effective manner. Fire and Health will follow their individual established protocols in relation to major incidents as relevant to the specific nature of the incident that is being faced.

Respective Bronze commanders should be following the principles of the JESIP and utilise the Joint Decision Model (JDM) (See page 15).

6.8 Major Incident Mobile Command Trailer

Access to this trailer is via the Emergency Planning Department.

The trailer is kept at the Sea Rescue Base predominately build as an incident command trailer it also contains a basic level of equipment and supplies to provide limited welfare to support responders at the scene. A list of the content can be obtained from the Emergency Planning Department.

6.9 Media

There will be a high level of media interest (potentially including from international media) in respect of a major incident.

Members of the media may attempt to gain access to the scene and are likely, if not appropriately managed, to attempt to breach cordons. No persons from the media should be permitted access through cordons unless permission has been explicitly given by the relevant Silver **and** they are accompanied by a member of the Communications Hub or an identified medial liaison officer.

Any approach from the media should be referred to the Communications Hub for comment.

It will be the responsibility of the Communications Hub to coordinate the issuing of any release to the press and to respond to any inquiries from media organisations.

As part of the duty to warn and inform the public, assistance will be sought from media organisations as part of this process. The Communications Hub, as part of their strategy will consider how social media can be effectively utilised to support this process. It is likely that although the first response will be from Island based organisations, international attention may quickly focus towards St Helena, dependant on the nature of the incident, and the extent of involvement of foreign nationals.

Early consideration will need to be given to establishing and publicising a dedicated phone line to service media demand.

7 Incident Support Capabilities

Once a major incident has been declared, or is anticipated (rising tide event) and the Major Incident Plan is operational, consideration should then be given as to which additional capabilities should be activated (this may also include stand by arrangements for a rising tide event where there is an anticipated need).

Activation of capabilities will be on an as required basis in order to deal with the incident as presented reflecting both Command and Operational Support requirements.

7.1 Command Support

7.1.1 Tactical Co Ordination Centre (TCC) Silver support

A Tactical Coordination Centre (TCC) will be established at the direction of Silver, having assessed the incident, in order to assist in the Command, Control, Coordination and Communication around a major incident, the TCC will become the command and control hub (Silver) from which the incident will be run and from which the action management process will be coordinated.

The facility will enable the co-location of agencies engaged in the incident response therefore providing greater situational awareness.

The TCC will operate as directed by Silver, if necessary this may be a 24/7 operation with capability reduced at certain times in accordance with demand.

As a minimum a **SILVER SUPPORT CELL** will be established as the core component of the TCC this will consist of the following elements:

- **Incident Control**
Monitoring and managing the radio channel(s) to retain command oversight and to ensure the Silver command is kept apprised as the incident develops. Staffed by Joint Emergency Services Contact Centre staff.
- **Administrative Support**
Log keeping, drafting meeting agendas, arranging attendance at the Tactical Coordination Group (TCG), minute taking and preparation of meeting notes as well as ensuring the timely dissemination of documents to meet the established battle rhythm. Staffed by members of the Corporate Services team
- **Action Management**
Includes Receiving, Recording, collating, allocating and supervising actions as part of the main incident response. Acting as the central hub this cell is responsible for ensuring that actions are recorded allocated and progressed in a timely manner retaining oversight as to tasks completed and ensuring that the Silver commander is updated as to progress. This team will be drawn from members of the Corporate Services team
- **Resourcing Cell**
Coordinates staff allocated to the event ensuring that appropriate numbers of staff are on duty or warned for duty and are notified of their role and the time they need to be available. Key to this is ensuring adequate rest periods are factored in and that welfare is considered. This team will be drawn from the HR team
- **Media Cell**
Bronze media will have been activated as part of the initial response. They will co locate themselves within the TCC to coordinate the media response and warning & informing strategy in response to the event. This will be resourced by members of the media team.
- **Finance Cell**
Responsible for recording and coordinating expenditure associated with the major incident response both in respect of purchases made and also additional staff time (overtime). This will be staffed by members of the Treasury.
- **IT**
Responsibility for ensuring the TCC location and its associated cells have appropriate IT connectivity, printer facilities and telephony as required and to maintain a presence to ensure quick and effective troubleshooting and problem solving in the event that technical issues arise. To coordinate any additional technical support in respect of Power and communications as needed within the TCC location. This troubleshooting capability will be staffed by members of the IT team.

Additional capability can be added to Silver support if required in the form of:

- **Logistic Support**
This cell will manage requests for equipment and logistic support from the scene or other support location as may be needed and will draw from the combined resources across

SHG and the private sector. The team will comprise a manager and support staff from Central Support.

- **Intelligence Cell**

Provides situational awareness around the incident by gathering information from all responding agencies and also from feedback from communities to produce the Common Recognised Information Picture (CRIP). This assessment is collated by RSHP and presented to TCC members and also fed up to Gold.

In addition to these SHG supported functions partners from Category 2 responders may be drawn to support the established TCC. This will be on occasions where specialist knowledge from either affected parties or subject matter experts to support the response are deemed necessary.

7.2 Communications

During the response to a major incident the emergency services and SHG portfolios will operate on their assigned digital radio channels. All digital communications are monitored and recorded by the Joint Emergency Services Control Centre. However, mobile phone calls are not recorded and their use must be carefully considered and the content of calls noted by those involved in their relevant command logs.

In addition, any social media messages (e.g. via WhatsApp, etc.) must be retained by those sending or receiving them for any post incident investigation or inquiry.

Telephone communications will be established at the Tactical Coordination Centre (TCC) with dedicated lines being established for the each of the disciplines.

Early contact will be made with SURE in order to obtain additional telecoms facilities as required.

7.3 Expenditure

Any expenditure that is incurred as part of the major incident response and recovery should be managed by the Finance Cell.

The Finance Cell should be led by the Deputy Financial Secretary and made up of Treasury staff. All receipts / invoices should be directed to the cell.

A specific budget code has been created in support of major incident response. The budget code is '17-1707' in the name of **Major Incident**.

8 Major Incident Recovery Phase

Recovery is defined as “The process of restoring and rebuilding the community in the aftermath of an incident”.

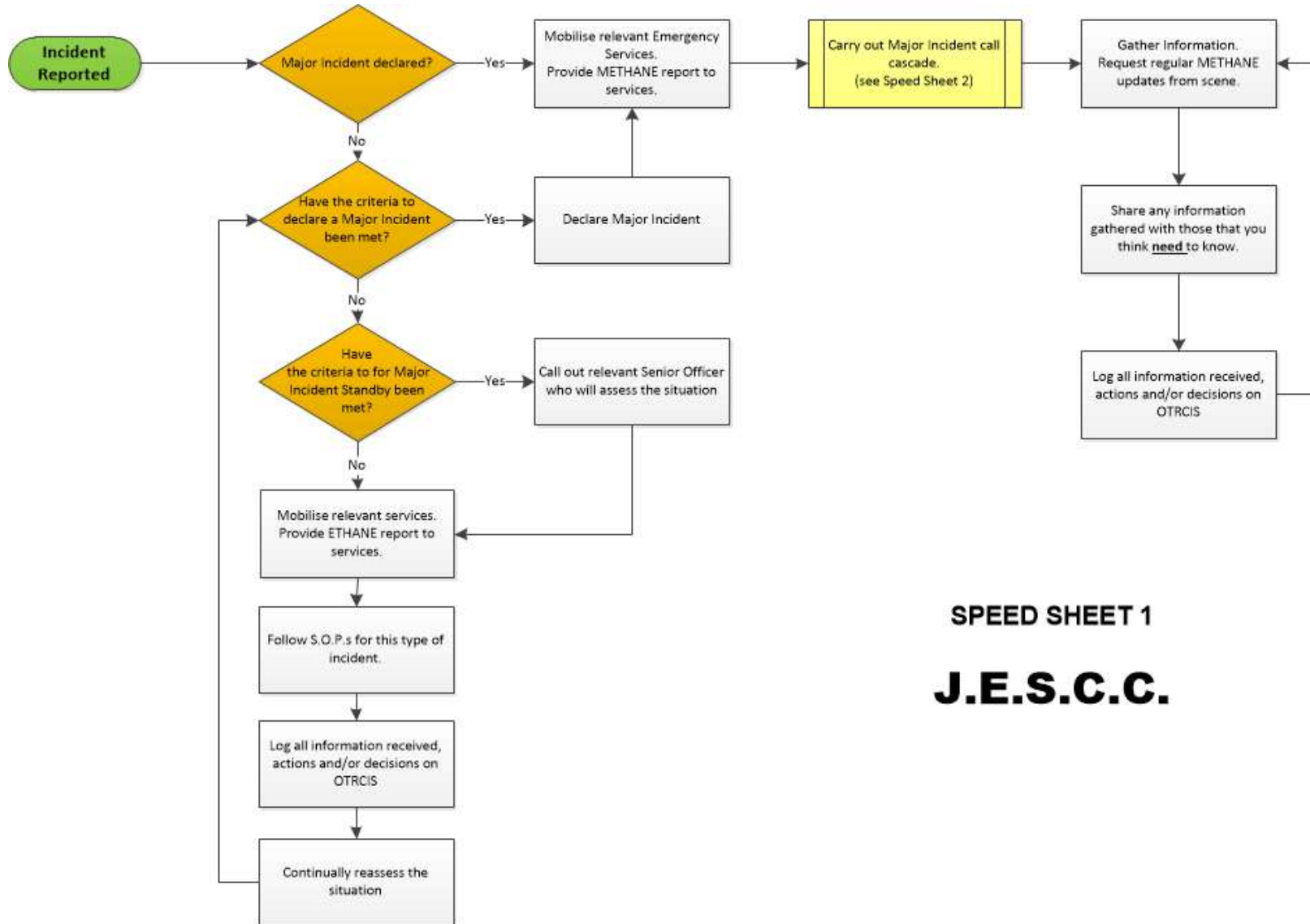
Extensive guidance on Major Incident Recovery Phase can be found at https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/62228/recovery-emergency-management-guide.pdf

APPENDIX 1 – Speed Sheets

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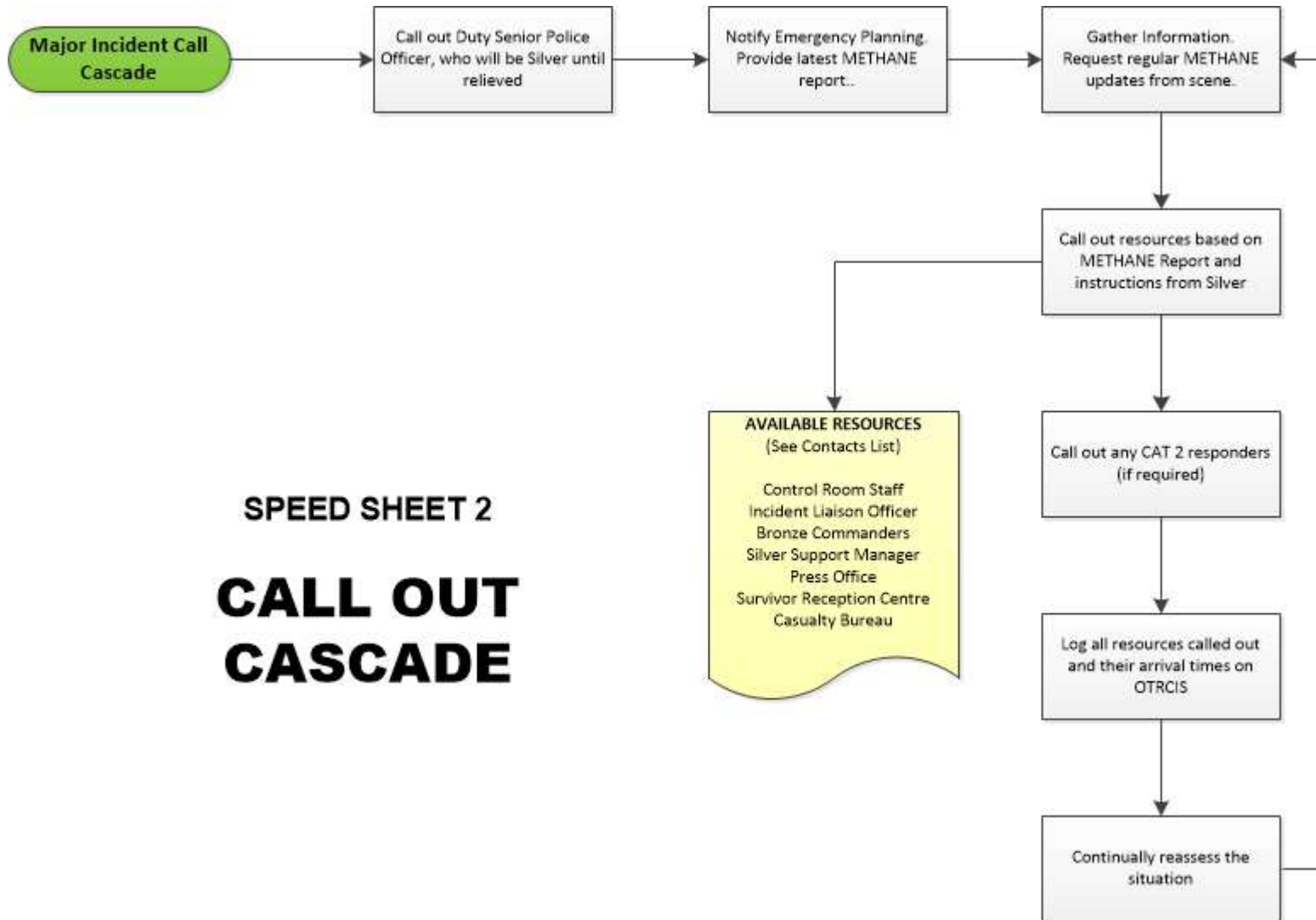
Number	Speed Sheet Title	Page Number
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1. JESCC Initial Actions

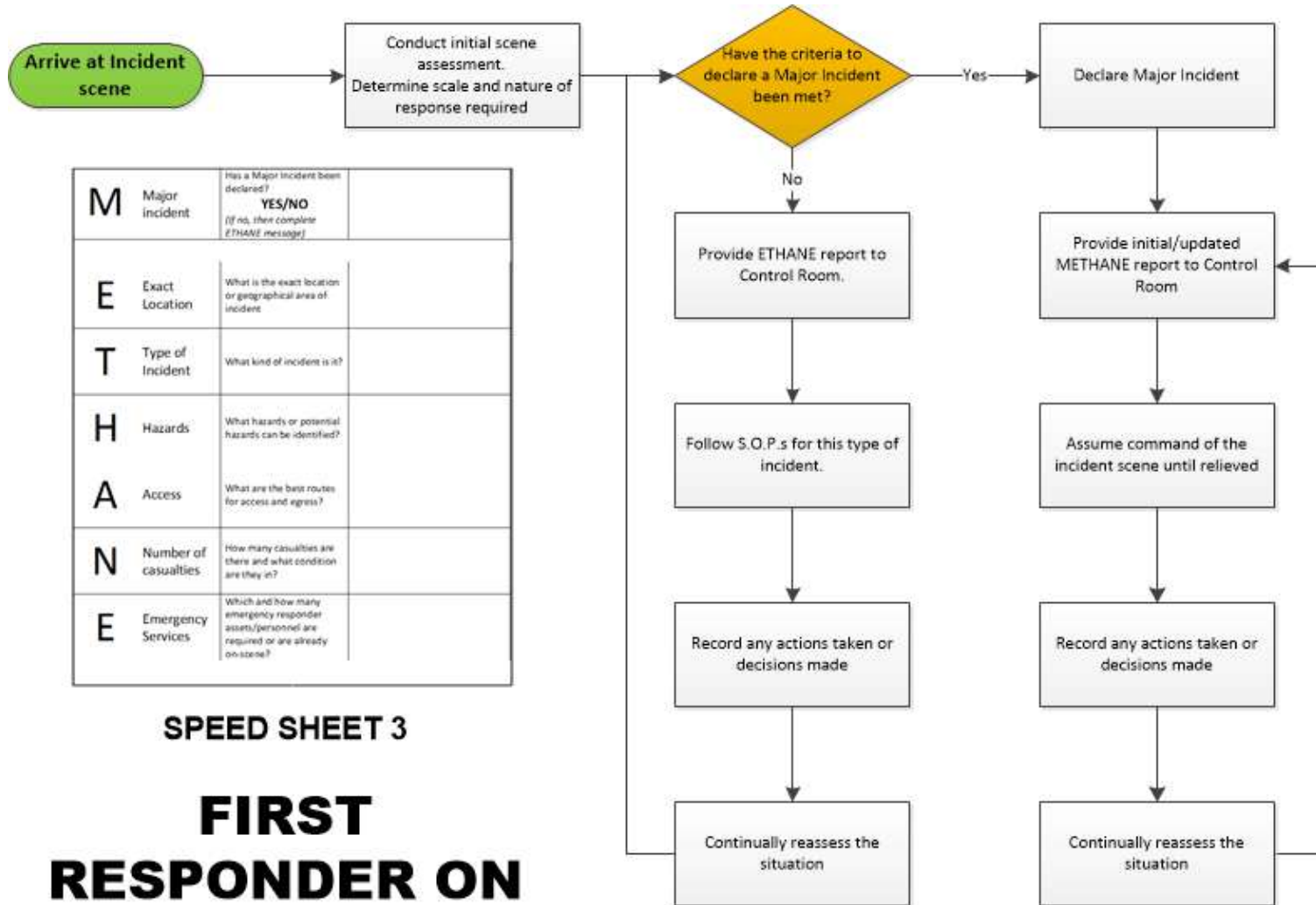


SPEED SHEET 1
J.E.S.C.C.

2. JESCC Callout Cascade



3. First Responder on Scene Initial Actions



M	Major incident	Has a Major Incident been declared? YES/NO <i>(If no, then complete ETHANE message)</i>	
E	Exact Location	What is the exact location or geographical area of 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?	

SPEED SHEET 3

FIRST RESPONDER ON SCENE

APPENDIX 2 – Roles & Responsibilities

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1. Initial Operational Command

The role of the operational commander is to work with other responder organisations, to protect life, property and the environment by ensuring that rapid and effective actions are implemented at an incident to save lives and reduce harm.

Those individuals who are responding on behalf of their organisation in either a command or management role are responsible for working together to develop and carry out the initial operational response, ensuring it is co-ordinated and appropriate to the scale of the incident.

Where applicable, they will also implement the tactical plan.

Responsibilities

- a. People who have an operational command or management role have a responsibility to ensure they are prepared to carry out their role; this includes keeping up to date with the policies and processes that are used for major incidents
- b. Protect life, property and the environment
- c. Make an initial assessment of the situation, using M/ETHANE to provide early situational awareness of the incident and the relevant resource requirements, ensuring that where appropriate, a major incident is declared and shared with partners
- d. Co-locate with representatives from other responder organisations to identify a Forward Command Point (FCP), if not already done, and agree initial actions including the timings of future meetings
- e. Make and share decisions with multi-agency colleagues according to your agreed level of responsibility, with an awareness of consequence management using the Joint Decision Model (JDM)
- f. Share information, intelligence and risk information to make effective joint decisions and co-ordinate operational plans by agreeing a common view of the situation, its consequences and potential outcomes and the actions required within a working strategy
- g. Identify the challenges that an organisation's operational plan may present to its multi-agency partners and take action to minimise or reduce them
- h. Carry out a briefing to key responders at the earliest opportunity and at regular intervals subsequently
- i. Identify the role of each organisation in managing and co-ordinating the care of victims and survivors, and their relatives and friends
- j. Understand how continually changing hazards and risks affect each organisation and work with multi-agency colleagues to address them ensuring that statutory responsibilities for the health, safety and welfare of personnel are met during the incident
- k. Consider the security of the scene and identify and agree triggers, signals and arrangements for emergency evacuation of responders
- l. Update the tactical commander on any changes, including any variation in agreed multi-agency tactics within their geographical or functional area of responsibility
- m. Request command support at the scene, for example, trained loggists. The amount and type of support will be determined by the incident.
- n. Maintain a contemporaneous log of decisions made, including the rationale for them and any actions to be carried out

- o. Carry out a post-incident hot debrief and contribute to formal structured debriefing where appropriate, ensuring issues concerning interoperability are shared using Joint Organisational Learning (JOL) Online

2. Incident/Operational Commander

Bronze

The overarching aim of the Incident/Operational Commander is to ensure rapid and effective actions are implemented that save lives, minimize harm and mitigate the incident. To achieve this you will need to:

- Make an initial assessment of the situation and ensure appropriate resources are requested and where appropriate, that a declaration of a major incident takes place;
- Have an understanding of the role of each agency in the effective management and co-ordination of victims, survivors and relatives;
- Use the JDM to establish shared situational awareness by agreeing a common view of the situation, its consequences and potential outcomes and the actions required for its resolution;
- Carry out a briefing at the earliest opportunity. Ensure the message is clear and commonly understood, at regular intervals;
- Convene joint meetings and use the JDM to share and coordinate information, intelligence and operational plans, to ensure multi-agency compatibility and a clear understanding of the initial tactical priorities and ongoing tactics;
- Using the JDM, maintain shared situational awareness through effective communication to all multi-agency organizations, to assist in the implementation of the operational plan;
- Using the JDM, construct a joint action plan, and priorities necessary for its execution, in sufficient detail for each service to have a clear understanding of the other responders' future activities by nature, location and time. Understand all the multi-agency on-scene commander roles, core responsibilities, requirements and capabilities (including gaps);
- Identify and agree the triggers, signals and arrangements for the emergency evacuation of the scene or area within it, or similar urgent control measures.
- Using the JDM, conduct, record and share ongoing dynamic risk assessments, putting in place appropriate control measures with appropriate actions and review;
- Understand how continually changing hazards/risks affect each organization and work with your multi-agency colleagues to address these issues;
- Ensure your legal and statutory responsibilities are met and action them in relation to the health, safety and welfare of individuals from your organization during the response;
- Make and share decisions within your agreed level of responsibility, being cognisant of consequence management. Disseminate these decisions for action to multi-agency colleagues;
- Using the JDM, identify and action the challenges your organisation's operational plan may cause multi-agency partners;
- Determine whether the situation requires the activation of the next level of command support (Tactical Coordinating Group) and make appropriate recommendation;
- Update the Tactical Commander on any changes, including any variation in agreed multi-agency tactics within their geographical/functional area of responsibility
- Ensure appropriate support at the scene by your organisation, in terms of communications operatives and loggists – if available ILO support or equivalent

should be provided. The amount and type of support will be determined by the incident and requirements from the on scene commander;

- Consider organisational post-incident procedures.

3. Tactical Commander

Silver

The role of the tactical commander is to protect life, property and the environment by ensuring that rapid and effective actions that save lives and reduce harm are implemented through a Tactical Co-ordinating Group (TCG). Tactical commanders are responsible for interpreting strategic direction, where strategic level command is in use, and developing and coordinating the tactical plan.

While it is acknowledged that local arrangements may exist, the Joint Decision Model (JDM) may be used as the standing agenda for TCG meetings.

Responsibilities

- a. People who have a tactical command role have a responsibility to ensure they are prepared to carry out their role; this includes keeping up to date with the policies and processes that are used for major incidents
- b. Protect life, property and the environment
- c. Be aware of and understand the multi-agency command structure, commander roles, responsibilities, requirements and capabilities (including gaps), and monitor the operational command structure, including functional roles
- d. Attend the TCG meeting at the earliest opportunity
- e. Establish shared situational awareness between the responder organisations at the tactical level and promote effective decision making using the JDM
- f. Develop and agree the overall joint intent, regularly assessing and sharing the information and intelligence available
- g. Understand how ever-changing threats and hazards affect each organisation, and work with multi-agency colleagues to develop a joint understanding of risk, putting in place appropriate mitigation and management arrangements to continually monitor and respond to the changing nature of emergencies for the organisation
- h. Ensure that statutory responsibilities are met for health, safety, human rights, data protection and welfare of people during the incident
- i. Address the longer-term priorities in the recovery of affected communities through restoration of essential services
- j. Warn and inform the public by providing accurate and timely information to communities using the appropriate media and social media channels
- k. Where necessary make the strategic commander aware of the incident and the common operating picture
- l. Ensure that all tactical decisions made, and the rationale behind them, are documented in a decision log, ensuring that a clear audit trail exists for all multi-agency debriefs and future multi-agency learning m. Make debriefing facilities available and debrief the operational commander, ensuring any issues that have affected interoperability are shared using Joint Organisational

Tactical Coordination Group Meeting Agenda

1. Introductions (consider security clearance level of those attending meeting)
2. Update on the Situation (consider using METHANE format as a guide)
3. Reports from Coordinating Group Members
4. Priority Issues and Tactical Decisions
5. Media Strategy
6. Any other Business
7. Time of Next Meeting
8. Organisations Attending Next Meeting

4. Strategic Commander

Gold

- Protect life, property and the environment;
- Set, review, communicate and update the strategy, based on available intelligence and the threat and risk;
- Attend and possibly chair a Strategic Coordinating Group (SCG), if established, or consider the need to request that a SCG is set up;
- The first SCG should ideally take place at least 2 hours after the initial incident and as frequently as possible;
- Consult partner agencies and community groups when determining the strategy;
- Determine and apply tactical parameters where appropriate;
- Consider setting tactical parameters within which the Tactical tier can work;
- Become involved in briefings where appropriate;
- Remain available to other agency Strategic or Tactical tiers of command, to ensure that appropriate communication mechanisms exist.
- Ensure that, where appropriate, command protocols are set, agreed and understood by all relevant parties;
- Secure strategic resources in order to resolve the incident and prioritise the allocation of resources, where appropriate;
- Ensure that there are clear lines of communication between Category 1 and 2 responders and appropriate agencies;
- Review and ensure the resilience and effectiveness of the command team, identify the requirements for assistance from the wider resilience community and manage them accordingly;
- Plan beyond the immediate response phase for recovering from the emergency and returning to normality;
- Have overall responsibility within the command structure for health and safety, diversity, equality and human rights compliance and ensuring that relevant impact assessments are completed;
- Identify the level of support needed to resolve the incident or operation
- Have responsibility for the development of communication and media strategies;
- Carry out a post-incident hot debrief, and debrief.

GOLD Strategic Coordinating Group (SCG) Meeting

Standing Agenda

Item Lead

1. Introductions (by exception and only where deemed necessary) **Chair**
2. Declaration of items for urgent attention **Chair**
3. Confirmation of decisions on urgent items **Chair**

Adjourn as Necessary to Action Urgent Issues

4. Situational briefing (including any clarifications or recent updates from Silver/ attendees by exception only) **Information Manager/Attendees**
5. Review and agree strategy and priorities **Chair**
6. Review outstanding actions **Chair**
 - a. i. Determine new strategic actions required
 - b. ii. Allocate responsibility for agreed actions
7. Seek legal advice if necessary and/or invite a representative to the SCG
8. Confirm date and time of next meeting **Chair**

Post Meeting: Distribute record of decisions, ensure decision log is updated & complete
Sec/Chair

5. Government Oversight

EXCO

The role of EXCO replicates the national level of oversight that can be applied by central government within the UK structure.

Strategic Objectives

- Protect human life and, as far as possible, property, and alleviate suffering;
- Support the continuity of everyday activity and the restoration of disrupted services at the earliest opportunity; and
- Uphold the rule of law and the democratic process.

Executive Council Function

- Political oversight of response and recovery arrangements
- Enabling finance and other resource requirements
- Managing the international and diplomatic aspects of the response to a major incident
- Initial point of contact for requests for international assistance
- Point of contact and coordination of inquiries to / from FCDO, MOD etc
- Enactment of Emergency Powers

6. Silver Support Manager

RANK: Manager / Supervisor

RESPONSIBLE TO: Silver Commander

ROLE:

1. Oversee support functions within the Tactical Coordination Centre (TCC)
2. Provide support and act as liaison between the room and the Silver/Gold
3. Ensure sufficient staff are available, allocate roles as required
4. Proactively address issues to ensure efficient operation of TCC
5. TCG Meeting
 - Ensure meeting room is set up ready for TCG meetings and that a minute taker is present
 - Post meeting ensure timely dissemination of minutes and actions
 - Ensure all agencies are aware as to time of the next meeting
6. Ensure all Silver/Gold actions are appropriately recorded and passed to the AM for allocation and recording
7. Liaise with the Action Manager giving direction and advice on high priority actions
8. Review the action list in order to maintain an overview
9. Liaise with Casualty Bureau Manager (if activated) to maintain an overview
10. Brief TCC Support staff at the start of their shift, on the incident and the current situation
11. Ensure that staff health safety and welfare is reviewed and maintained at all times
12. At the end of shift undertake a full handover briefing for oncoming manager

7. Actions Team

Action Manager

RANK: Manager / Supervisor

RESPONSIBLE TO: Silver Support Manager

ROLE:

1. Manage the action process and log, prioritising where necessary
2. Identify the appropriate number and mix of staff to support the Action Raiser and Action Processor roles
3. Liaise with the Silver Support manager keeping them updated as to progress of actions and highlighting key issues
4. Ensure actions are raised and that they move through the process in a timely manner
5. Ensure actions are being appropriately allocated for action and that logs are updated as to progress
6. Quality assure the submission of returns submitted by the Action Processor
7. Identify where further action is required and update log accordingly
8. Brief Silver as to progress of actions escalating matters for further direction when necessary
9. Authorize sign off of completed actions
10. Ensure all actions are appropriately filed
11. At conclusion of shift provide a comprehensive briefing to oncoming Action manager as to:
 - Actions raised to date
 - Actions awaiting allocation
 - Actions currently allocated and where relevant progress
 - Actions for filing

8. Finance Silver

RANK: Deputy Financial Secretary

RESPONSIBLE TO: Gold

ROLE:

1. Maintain records of expenditure associated with the incident.
2. Ensure that an appropriate budget code has been established
3. Receive receipts for goods purchased.
4. Facilitate purchases for bulk items with traders / private sector
5. Liaise with Resourcing cell in respect of staff deployment, hours of work (including overtime) to enable calculation of cost.
6. Identify opportunities to reclaim costs from 3rd parties where applicable
7. Produce reports as required by Gold / Silver as to associated costs and spend to assist with financial planning
8. Identify and raise any issues of concern to the Silver Support Manager.

9. Logistics Support Team

RANK: Transport Manager and Transport Staff.

RESPONSIBLE TO: Silver Commander (Central Support Services)

ROLE:

1. Receive requests for logistic support via Silver Commander(s)
2. Utilise knowledge of SHG capabilities to identify equipment or resources from within SHG portfolio.
3. Where equipment is either not held or requirements are in excess of the capability held by SHG identify and obtain capability from the private sector.
4. Where capability does not exist identify alternative options to Silver Commander for their consideration
5. Ensure details of all equipment / services purchased are forwarded to the Finance Cell for payment and reconciliation of account.

10. Intelligence Cell

RANK: Police Staff

RESPONSIBLE TO: Silver Commander

ROLE:

1. Liaise with agencies located within the TCC to establish their understanding of the progress of the incident and response
2. Utilising community contacts to identify the perceived situation.
3. Liaise and maintain dialogue with Public Relations and media team as well as media sources
4. Collate sources of information to create a Common Recognised Information Picture (CRIP)
5. Provide Silver with situation reports upon request.
6. Brief TCG or SCG members at the commencement of meetings based on the latest available information
7. Disseminate significant updates to agencies within TCC to ensure situational awareness is maintained.
8. Ensure a full briefing is provided to oncoming intelligence cell staff

11. Bronze Traffic

RANK: Roads Supervisor

RESPONSIBLE TO: Silver

ROLE:

1. Develop Traffic Management plan in support of Silver's tactical plan.
2. Oversee implementation of TM plan with specific reference to:
 - a. Diversion routes
 - b. Deployment of signage / cones
 - c. Facilitate access / egress for resources attending the scene
3. Ensure Bronze media are aware of routes for warning & informing public
4. Maintain liaison with Bronze Cordons and Bronze Scene
5. Brief staff deployed
6. Review and update plan as necessary

12. Bronze Cordons (Inner and Outer)

RANK: Emergency Services

RESPONSIBLE TO: Silver

ROLE:

1. Liaise with the Bronze Scene on the positioning of the Inner and Outer Cordons and access points.
2. Ensure that all Access Control Points are staffed and, for both safety and evidential reasons, that all persons allowed within the inner cordon are logged in and out.
3. Establish / maintain contact with the Tactical Coordination Centre (TCC).
4. Divide staff into units and allocate areas of responsibility.
5. Brief sector staff.
6. Requisition equipment (e.g. tapes, ropes and barriers) to reinforce the boundary as necessary.
7. Arrange for regular rotation of staff for rest and refreshment.
8. Liaise / brief ENRP staff if a traffic cordon is implemented.

There are three types of cordon:

Inner: Immediate security of the hazard area and potential crime scene.

Outer: Seals off an extensive area around the inner cordon.

Traffic: Beyond the outer cordon preventing unauthorised vehicle access

Cordons are established to create a sterile area, whilst:

- Guarding the Scene
- Protecting the Public
- Controlling Sightseers
- Preventing Interference
- Facilitating Operations

13. Rendezvous Point Officer

RANK: First Officer attending

RESPONSIBLE TO: Bronze Cordons / Bronze Scene

ROLE:

1. Assess the scene
 - Primary function: Preservation of life
 - Considering and recording contamination risks
 - Taking notes of the names of all persons at the scene
2. Protect the scene
 - Identifying the extent of the scene and setting cordons
 - Preventing access by any other persons
 - Protecting the scene if there is a likelihood of a loss or damage to evidence by adverse weather, etc.
3. Communicate the situation at the scene
 - Inform control of the full situation
 - Request specialist support and a supervisor
4. Commence log of scene
 - Recording of all persons, police and other agencies from outside the cordon, together with vehicles attending the scene.
 - Date and time of arrival and departure, and reason for visit are recorded as well.
 - Recording of any initial actions taken to preserve the integrity of evidence.

APPENDIX 3 – Incident Log Record Sheet

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Date:		Incident:	
Role being carried out:		Name of Person undertaking role:	
Time	Message/Decision/Action		Signature

