



**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	2.1
Date Created	1 st June 2022
Date of Issue	1 st November 2014
Date of next Review	31 st May 2023

Prepared by
Issued by

Marco Yon
Alex Mitham

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

Version Control

Version	Date	Status	Author
v0.16	24 th September 2014	Draft - pages numbers are indicative only until final issue.	Emergency Planning Manager
v0.17	17 th October 2014	Draft – Updates re SRC / RC and Silver Action Management Process	Emergency Planning Manager
v1	1 st November 2014	Initial Version of plan for distribution	Emergency Planning Manager
v1	Nov 2014	Final Issued	Emergency Planning Manager
v1.1	Feb 2015	Updates ref Sea Rescue and Incident Commander	Emergency Planning Manager
v1.2	Sept 2015	Addition of Aeronautical Search and Rescue Section	Emergency Planning Manager
v1.3	April 2016	Exercise Update	Emergency Planning Manager
v1.31	April 2016	Edited version produced for website only	Emergency Planning Manager
v1.4	May 2016	Annual Review amended pages 9, 50,52,54,57, 61-67,69,88—99,109,114,118	Emergency Planning Manager
v1.5	May 2017	Annual Review amended pages 40, 50, 56, 57, 96, 97,104, 109	Emergency Planning Manager
v1.6	July 2018	Annual Review All Pages amended	Emergency Planning Manager
v1.61	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 Amendments following feedback from SHRF. Replace certain references to ENRP with TISD. Speed Sheets 1-3 re-drawn using Visio to provide editable versions. CCC contact amended. Roles of ENRP and Airport Fire & Rescue added to CAT 1 responders (p.18-19).	Emergency Planning Manager & Chief of Police
V2.1	Sept 2022		Chief of Police

Exercising, Validation & Activation

Date	Type	Update
05/08/14	Activation	Command structure implemented in response to Ebola threat
20/08/14	Validation	Command structure principles validated through use in relation to the fuel leak incident at Rupert's. Incident managed by ENRP
07/10/14	Activation	Command Structure implemented in response to Newcastle disease threat.
17/12/14	Exercise	Major Incident Exercise involving mini bus, Petrol Tanker and car, numerous casualties and some fatalities
19/2/15	Exercise	Exercise Whaleshark to test Tactical and Strategic Command
02/09/15	Exercise	Airport Training Exercise for Major Incident
04/11/15	Exercise	Exercise Wildcat Airport Major Incident
08/03/16	Exercise	Exercise Maldivia to test Hospital Major Incident plan
12/04/17	Exercise	Major Incident Exercise Highground Multi casualty RTC also tested Hospital Major Incident Plan
22/03/18	Exercise	Major Incident table top exercise repeat of Highground
31/08/18	Activation	Major incident declared due to rock fall threat in Jamestown
13/09/18	Exercise	Major Incident table top exercise repeat of Highground
20/02/20	Exercise	Exercise Green Elephant – strategic command exercise based on rockfall scenario.

List of Plan Holders

Plan Number	Distribution List	Updated
1	Emergency Planning Manager	
2	Chief of Police	
3	Fire Brigade Commander	
4	Director of Health	
5	Senior Medical Officer	
6	Senior Nursing Officer	
7	Chief Secretary	
8	Governor's Office	
9	Airport Directorate	
	SHAL	
10	Head of News	
11	Head of ENRP	
12	Head of I&TD	
13	Maritime Authority	

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
LRF.....	Local Resilience Forum
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 Department

Contents

Version Control	3
Exercising, Validation & Activation.....	4
List of Plan Holders.....	5
Glossary of Terms	6
1 Introduction	10
1.1 Major Incident Definition	10
1.2 Declaration of a Major Incident.....	11
1.3 Major Incident Phases.....	11
1.4 Emergency Powers	11
2 Plan Purpose	12
2.1 Aim.....	12
2.2 Objectives	12
2.3 Scope.....	12
2.4 Risk Specific Plans.....	12
3 Governance	12
3.1 Control of the Plan	12
3.2 Amendments to the Major Incident Response Plan	13
4 Command, Control & Coordination.....	13
4.1 JESIP Principles for Joint Working	14
4.2 Joint Decision Model	14
4.3 The Role of Government	16
5 Categorisation of Responding Agencies.....	16
6 Roles and Responsibilities.....	17
6.1 Category 1 Responders	17
6.1.1 Police	17
6.1.2 Fire and Rescue Service	17
6.1.3 Sea Rescue Service.....	17
6.1.4 Health Service.....	18
6.1.5 Environment & Natural Resources Portfolio	18
6.1.6 Airport Fire & Rescue Service	18
6.2 Category 2 Responders	18
6.2.1 Infrastructure, Treasury and Sustainable Development Portfolio	18
6.2.2 St Helena Government Press Office.....	19
6.2.3 Community Engagement.....	19
6.2.4 Operational Support / Secondary Skills (SHG)	19
6.3 Emergency Planning Department.....	19
7 Scene Management.....	20
7.1 First on scene.....	20
7.2 Bronze Scene.....	20
7.3 Cordons	20
7.4 Forward Command Point (FCP) / Incident Command Point (ICP)	21
7.5 Rendezvous Point (RVP)	21
7.6 Other Emergency Services.....	22
7.7 Disaster Victim Identification	22
7.7.1 Resources.....	22
7.7.2 Training and exercising	22

7.8	Incident Liaison Officer (ILO).....	22
7.9	Major Incident Equipment.....	23
7.10	Media	23
8	Management of Evacuees, Casualties and the Deceased	23
8.1	Survivor Reception Centre	23
8.1.1	Survivor Reception Centre Background	23
8.1.2	Plans.....	24
8.1.3	Staffing.....	24
8.1.4	Survivor Reception Centre locations	24
8.1.5	Training and exercising	24
8.2	Rest Centre.....	24
8.2.1	Rest Centre Background	24
8.2.2	Plans.....	24
8.2.3	Rest Centre locations	24
8.2.4	Training and exercising	25
8.3	Management of the Deceased	25
8.3.1	Mortuary Arrangements.....	25
8.3.2	Temporary Mortuary Arrangements.....	25
8.3.3	Casualty Bureau.....	26
8.3.4	Hospital Documentation Team	26
9	Incident Support Capabilities	26
9.1	Command Support	26
9.1.1	Tactical Co Ordination Centre (TCC) Silver support	26
9.1.2	Operational Support	27
9.2	Communications	28
9.2.1	Mobile Telephony.....	28
9.3	Expenditure.....	28
10	Major Incident Recovery Phase.....	28
	APPENDIX 1 – Speed Sheets.....	29
	Index 29	
	1. Control Room Initial Actions.....	30
	2. Control Room Callout Cascade.....	31
	2a Major Incident Responders Contact List.....	32
	3. First Responder on Scene Initial Actions.....	33
	4. First Police Officer on Scene.....	34
	5. Activation of a Rest Centre	35
	APPENDIX 2 – Action Cards	36
	Index 36	
	Silver Tactical Commander Initial Actions	37
	Gold Commander Initial Actions.....	39
	Silver Loggist	40
	Gold Loggist	41
	Silver Support Manager	42
	Incident Liaison Officer (ILO)	43
	APPENDIX 3 – Roles & Responsibilities.....	44
	Index 44	
	Incident/Operational Commander	45
	Tactical Commander.....	47
	Strategic Commander	49

Government Oversight.....	51
Silver Support Manager	52
Actions Team.....	53
Action Manager	53
Action Raiser(s).....	53
Action Processor(s).....	54
Finance Cell.....	57
Logistics Support Team	58
Intelligence Cell	59
Bronze Traffic	60
Bronze Cordons (Inner and Outer).....	61
Rendezvous Point Officer	62
Hospital Documentation Team – Supervisor	63
Hospital Documentation Officer	64
Hospital Documentation – Liaison Officer	65
APPENDIX 4 – Communications Plans	66
Major Incident	66
Airport Major Incident.....	67
APPENDIX 5 – List of Risk Specific Contingency Plans.....	68
APPENDIX 6 – Incident Log Record Sheet	69
APPENDIX 7 – Reefer Temporary Mortuary Layout	70

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.”

Notes

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

A major incident is beyond the scope of business-as-usual operations, and is likely to involve serious harm, damage, disruption or risk to human life or welfare, essential services, the environment or 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.

1.2 Declaration of a Major Incident

A 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.

1.3 Major Incident Phases

A major incident will run through the number of phases.

- Response
- Rescue
- Recovery and Investigation

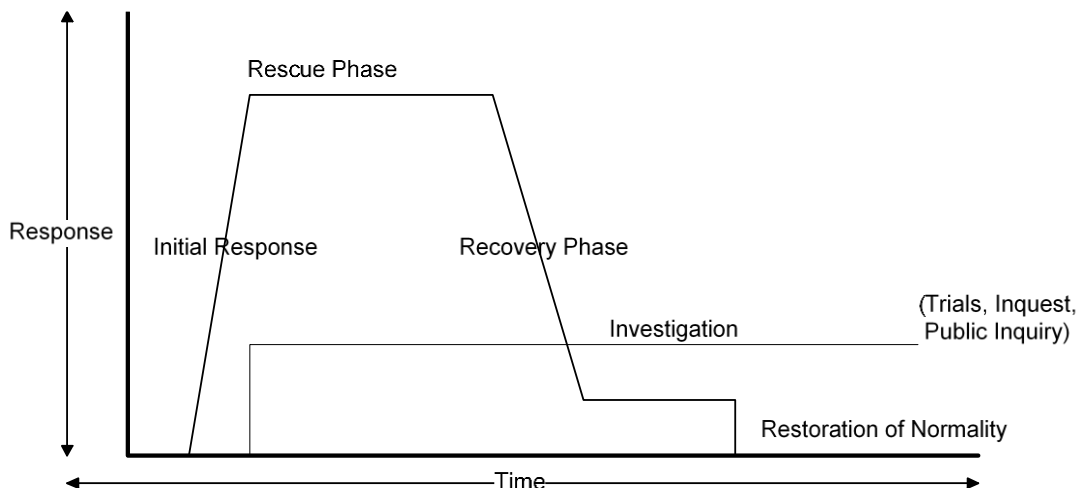


Figure 1 - Major Incident Phases

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

1.4 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.

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 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.

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.

Identification and management of the risk specific plans is coordinated through the St Helena Resilience Forum.

Details of the current risk specific plans are shown at Appendix 6.

3 Governance

3.1 Control of the Plan

The St Helena Major Incident Response Plan is a controlled document and remains the property of St Helena Government. Each copy of the plan will be assigned to a designated officer of an organisational Department, by position, title, and organisation, and will be referred to as the "HOLDER" of that copy. The Holder is responsible to ensure that all amendments are properly inserted in his/her copy, and that the plan, as well as every amendment, has been read and understood by all appropriate members of his/her organisation including himself/herself. When the HOLDER is relieved or transferred, he/she shall notify the Emergency Planning Officer.

Each plan holder is requested to ensure that free access is permitted to its contents. Each copy should be readily available for those who will need to respond to a Major Incident.

3.2 Amendments to the Major Incident Response Plan

Amendments to the Major Incident Response Plan will be published and distributed by the Emergency Planning Department from time to time in the form of replacement pages. Each will be dated. A check-list of current pages will be issued with every replacement/update. The Holder of each plan shall ensure that amended pages are properly inserted, old pages destroyed, and the amendment number logged on the Record of Amendments page.

A review of the Major Incident Response plan will be conducted annually or as required i.e. post incident review.

4 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

Figure 2 - St Helena's Major Incident Command Structure

Further guidance with on roles and responsibilities for commanders is contained at Appendix 3

Template examples of tactical and strategic coordinating group agendas are contained at Appendix 3.

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	Director of Policing or Chief Inspector (Chair)	Bronze is not part of a formal meeting structure but is the collective term for the Incident

Director of Policing
Head of News
Portfolio Directors
Relevant subject matter experts
(SME)

Portfolio Director(s)
Senior Press Officer
Utilities Director(s)
Airport Operator
Police
Fire
Sea Rescue
Health
ENRP
Community Groups
I&T D

Commanders from each of the
responding services / agencies

Figure 3 - Examples of membership of Gold, Silver and Bronze groups

4.1 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.

The Joint Decision Model is to be utilised to ensure a consistent methodology of decision making.

4.2 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.

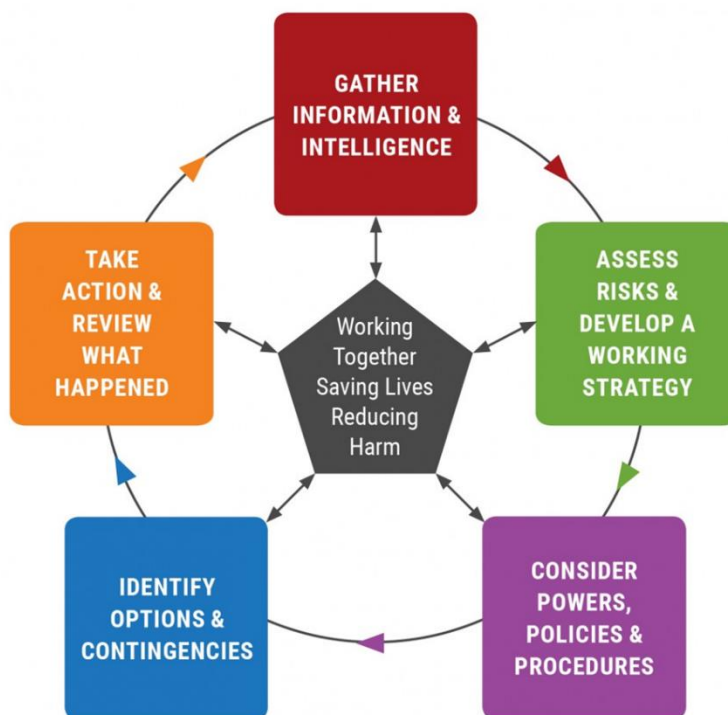


Figure 4 - Illustration of the Joint Decision Model (JDM)

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

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

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?

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 commanders 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 complement 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 at appendix 7

4.3 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.

5 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) are organisations at the core of the response to most emergencies (the emergency services, SHG, Health, etc.).

Category 2 (Cat 2) responders are 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	SHG Directorates	Voluntary services

Fire & Rescue Sea Rescue Health Service ENRP Airport Fire & Rescue	Immigration Service Met Office CONNECT SURE Bulk Fuel Site Operator HM Prison Service HM Customs Port Management Airport Operator SHG Press office	Faith Groups Commercial Fisheries / boats Commercial Agriculture Councillors / EXCO / LEGCO Retail / suppliers Warehousing / Cold stores Hotels & Accommodation Radio Media services Amateur Radio Private Sector businesses
--	---	---

Figure 5 - Responder Agencies

6 Roles and Responsibilities

6.1 Category 1 Responders

6.1.1 Police

The primary areas of 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 acting in support at the scene of the incident utilising the Joint Decision Model (see Page 16)
- 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.

6.1.2 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
- Mutual aid to the Airport Fire & Rescue Service

6.1.3 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

6.1.4 Health Service

The primary areas of the Health Service responsibility are:

- Save lives by working alongside other emergency services
- Provide and control a clinical response for managing a large number of casualties
- Provision of Ambulance services
- Undertake triage of casualties to prioritise treatment
- Manage evacuation of casualties where appropriate
- Keep records of casualties by working with the Police
- 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

6.1.5 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.

6.1.6 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.

6.2 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.

6.2.1 Infrastructure, Treasury and Sustainable Development Portfolio

The primary areas of I&TS responsibility are:

- Provision of an incident liaison officer (ILO) at the scene to offer Specialist technical advice and logistic support to the emergency services.
- Provision of tactical logistic support to Silver to coordinate specialist assets in response to the incident.
- Implement traffic cordons and undertake traffic management functions around the incident scene (Bronze traffic).
- Management of the Rendezvous Point (RVP) if established
- Provision of specialist support in relation to building structure, repair demolition and clearance.
- Liaise and coordinate with SHG directorates

6.2.2 St Helena Government Press Office

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

6.2.3 Community Engagement

The effect of a major incident on communities cannot be underestimated. This relates not only to the impact of the event but also the perception as to how the incident is being managed. Councillors and other key individuals within the community have a central role to play in liaising with the residents and ensuring that their needs are being considered and addressed, where appropriate raising any concerns through the incident command structure.

To support this activity it is proposed that a well-respected person from within the community be nominated to attend the Tactical Coordination Centre (TCC), to represent the views and concerns of the public acting as a conduit for information from and to the community. This will support the reassurance role of SHG Press Office and bring any concerns to the attention of the Silver commander which may influence the tactical deployment on the ground.

6.2.4 Operational Support / Secondary Skills (SHG)

As part of the planning process it is recognised that a major incident will draw heavily upon the resources of the emergency services.

In addressing this issue secondary support functions have been identified for staff from departments across SHG in order to work with the emergency services and enable additional capabilities to be activated as part of the overall major incident response. This will be undertaken in a managed way so as to still maintain business continuity.

Teams have been selected based upon their skill set and will be used to best effect and where applicable training will be provided.

Emergency Planning holds the list of operational support teams and capabilities.

6.3 Emergency Planning Department

The Emergency Planning Manager, Deputy and Emergency Planning Officer represents a flexible 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 levels and operational levels.

The Emergency Planning Manager/Officer should be contacted as soon as is practicable once a major incident has been declared.

Emergency Planning holds all subsidiary emergency plans on behalf of the St Helena Resilience Forum.

In relation to rising tide events the Emergency Planning Manager/Officer 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.

The department is also able to provide a SAR, evidence capture, and situational awareness Drone facility

7 Scene Management

The St Helena Police Service has the responsibility for the coordination of emergency services at the scene of a major incident.

7.1 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 officers 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 officer'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 officer should not allow themselves to become engaged in rescue work

Until relieved by a supervisor the initial officer will assume the role of Bronze Scene

7.2 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.

7.3 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 I&TD 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.

7.4 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).

7.5 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 I&TS

7.6 Other Emergency Services

Personnel attending the scene from the other emergency services will establish a footprint for their operations within the outer cordon. They will liaise with Police 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 14).

7.7 Disaster Victim Identification

An emergency or major incident may result in fatalities. Disaster victim identification (DVI) is the internationally accepted term for the processes and procedures for recovering and identifying deceased people and human remains in multiple fatality incidents. The process involves bringing together antemortem and postmortem information to make a positive identification by scientific means in a dignified manner, taking into account the needs of the investigation process, the needs of the bereaved and the needs of the community.⁴

The Safety, Security and Home Affairs Portfolio has a dedicated Crime Scene Investigation team which has been trained in DVI. It is important to note that this team is made up of Fire and Rescue Staff and Police Officers, most of whom will likely already be on scene carrying out the initial response.

This team conducts its operations in accordance with its own SOPs.

7.7.1 Resources

DVI recording booklets are located at the Sea Rescue Base and body bags and body fragment bags are stored on the Major Incident Trailer.

7.7.2 Training and exercising

The CSI Team carries out regular training. DVI exercises or exercises with DVI elements are programed into the Emergency Planning Exercise Schedule.

7.8 Incident Liaison Officer (ILO)

When a major incident is declared the relevant Portfolio will deploy an Incident liaison officer to the scene.

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:

- Liaise at scene with members of Emergency Services
- Provide tactical advice / options around I&TS capabilities that might be used for the effective resolution of the incident or support rescue operations
- Be the point of contact for I&TS manager at Silver
- Escalate matters to Silver as appropriate
- Have an awareness of Health & Safety
- Be able to appropriately direct I&TS staff in support of the emergency services
- Make a positive impact on the incident

⁴ College of Policing

7.9 Major Incident Equipment

Equipment is now carried on the Emergency Services Incident Support Unit trailer⁵ kept at the Fire Station. Further equipment and resources can be found in the SHG Incident Resources Register⁶

7.10 Media

There will be a high level of media interest in respect of a major incident.

Members of the media will attempt to gain access to the scene and are likely to attempt to breach cordons. No persons from the media should be permitted access through cordons unless permission has been explicitly given by Silver **and** they are accompanied by a member of the PR team.

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

It will be the responsibility of 'Bronze Media' 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. Bronze media, 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 will 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.

8 Management of Evacuees, Casualties and the Deceased

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

Casualty management during a major incident is managed by Health Portfolio staff.

To aid effective casualty management the hospital should be alerted to a Major Incident external of the hospital.

The Hospital Major Incident Plan (HMIP) can only be activated by the Senior Medical Officer (SMO) or their representative.

8.1 Survivor Reception Centre

8.1.1 Survivor Reception Centre Background

A Survivor Reception Centre (SRC) is a secure place, located outside the inner cordon but close to the scene, where survivors not requiring acute hospital treatment can congregate in order to ensure they are safe from the immediate consequences of the incident, and where documentation of survivors can be input for the Casualty Bureau. In addition, the immediate humanitarian assistance can be provided at the SRC.

⁵ An Inventory of the trailer is shown at Appendix (H)

⁶ Available from the ILO and Emergency Planning

8.1.2 Plans

Hard copies of the plan, which details Survivor Reception Centre processes, are held by Immigration, HM Customs, St Helena Airport and Emergency Planning.

8.1.3 Staffing

When a Survivor Reception Centre has been activated the responsibility of the management of the facility falls to Safety Security and Home Affairs Portfolio Personnel i.e. the Head of Customs & Immigration.

8.1.4 Survivor Reception Centre locations

The only designated Survivor Reception Centre is located at the terminal building of St Helena Airport. This centre is unique by way of it being created solely for handling aircraft related incidents. The principles of this Survivor Reception Centre are the same to that of one operating outside of the Airport, however the activation of the centre and roles and responsibilities of the centres personnel differ.

8.1.5 Training and exercising

Training is to be carried out by all responding personnel involved with the Alerting, Activation and running of Survivor Reception Centres. The exercising of rest centre plans should be embedded into the island exercise schedule and Airport exercise schedule.

8.2 Rest Centre

If you are required to activate a Rest Centre please go to APPENDIX 1, page 35 immediately

8.2.1 Rest Centre Background

In some serious emergency situations such as flooding, fire or rock fall, the Police may advise people to evacuate their homes. Evacuation may pre-empt an event or occur in the wake of an incident.

Rest Centres are temporary places of refuge for evacuees or victims that are set up during an incident response. Rest Centres need to be able to provide security, welfare, communication, catering, medical facilities and overnight accommodation for evacuees, if necessary.

8.2.2 Plans

Hard copies of the plan are held by Immigration, HM Customs, St Helena Airport and Emergency Planning. The plan details Rest Centre processes.

8.2.3 Rest Centre locations

Rest Centres could either be “Designated” whereby there is already an awareness of the rest centre process by the site staff or occupants, there are site specific risk assessments already in place and where a specific plan for that building exists.

Or

“Non-designated Rest Centre”-A site which has been chosen following an assessment that renders Designated Rest Centres unsuitable (e.g. Capacity, facilities proximity to incident). Certain details such as refreshment facilities, accessibility etc. might not be fully known. It is essential that a dynamic risk assessment is carried out by Rest Centre Management before the use of such a site.

When a rest centre has been activated the responsibility of the management of the facility falls to Safety Security and Home Affairs Portfolio Personnel i.e. the Senior Immigration Officer or Customs Officer

Rest centres should be able to provide the following to occupants:

- Food and drink
- medication
- help with health problems
- clothing
- pet care
- comforting
- resting and sleeping arrangements if the evacuation is overnight

Identified centres will, if possible, use their own staff to support designated Safety Security & Home Affairs Portfolio personnel or other appointed agencies in running the facility.

Designated rest centres are*:

- Jamestown Community Centre situated in Napoleon Street.
- Harford Community Centre situated near Harford Primary School, Longwood.
- Kingshurst Community Centre situated Opposite St. Pauls Cathedral, Nr. White Gate.
- Half Tree Hollow Community Centre situated on Lantana Drive, H.T. Hollow.
- Blue Hill Community Centre situated on the way to Barren Ground, Blue Hill. (Adjacent to the Blue Hill Community Centre is a Field centre which may also be utilised)
- Sandy Bay Community Centre situated near SHAPE Building, Sandy Bay.
- Levelwood Community Centre situated below Quincey Vale, Levelwood.
- Guinea Grass Community Centre near Rosemary Plain, St. Pauls.

**See Rest Centre Plan for contact details of building custodians*

8.2.4 Training and exercising

Training is to be carried out by all responding personnel involved with the Alerting, Activation and running of Rest Centres. The exercising of rest centre plans should be embedded into the island exercise schedule.

8.3 Management of the Deceased

Fatalities can cause a strain on facilities which are already in place. It would not take many more than two fatalities for this strain to manifest. Further to this, any fatality resultant of an incident has the potential to have a major impact on the community, planning and considerations on Management of the Deceased should be made with this in mind.

8.3.1 Mortuary Arrangements

St Helena has limited Mortuary capability of three cadavers within the General Hospital which is proportionate to normal demands placed upon it. However, in the event of multiple fatalities it may be necessary to implement contingency arrangements for the care of the deceased.

8.3.2 Temporary Mortuary Arrangements

Temporary mortuary arrangements are one component of the wider Disaster Victim Identification (DVI) process that can be implemented in the event of a major incident. A temporary mortuary is located at Bradleys Covid-19 facility. The mortuary is ready to accept cadavers. Attention should be paid to temperature control as storage at too low a temperature could hinder investigation.

Drawings to be used for the construction of further temporary mortuaries utilising refrigerated containers are contained within Appendix 9

8.3.3 Casualty Bureau

At the direction of Silver, Casualty Bureau will be activated to support the process of identifying those persons involved in an incident. Casualty Bureau works on reports of missing persons received from the public and also collates the details of those persons who have been involved and are either dead or injured and taken to hospital or who. Casualty Bureau also receives information relating to persons transported to a Survivor Reception Centre (post event) or who have been displaced and taken to a Rest Centre. This team is an essential component in the Disaster Victim Identification (DVI) process. Casualty Bureau will be resourced by Members of the Audit team. The Team runs the Bureau in accordance with the Casualty Bureau Standard Operating Procedures which is held by Internal Audit and Emergency Planning.

8.3.4 Hospital Documentation Team

The decision as to whether to activate a Hospital Documentation Team (HDT) will be made by the Silver Commander.

In making this decision consideration will be given to the number of casualties involved (this will also include consideration as to the number of known fatalities).

Hospital Documentation Teams work in parallel to the Casualty Bureau, Survivor Reception Centres and Rest Centres. Their function is part of the wider process of identifying those persons involved in an incident. It would therefore

9 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.

Further information setting out lines of reporting, communication and task requirements can be found within the Major incident plan Appendices 2 and 3.

9.1 Command Support

9.1.1 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 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 Treasury, Infrastructure and Sustainable Development Portfolio.

Details of SHG resources and equipment which may be mobilised to support the response to a major incident kept on the **SHG Incident Resources Register** which is held by Emergency Planning

- **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 and presented to TCC members and also fed up to Gold and IEG level.

Staffing for this capability will be drawn from a variety of sources dependent on the nature of the incident.

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.

9.1.2 Operational Support

It may be necessary to activate additional capabilities to support operations immediately at or near the scene of the incident.

Staff will be pre identified to undertake these functions and will have received appropriate training or briefing before deployment.

Role sheets and/or procedures setting out lines of reporting, communication and task requirements should be issued in advance to staff and where appropriate equipment will be forward deployed to likely locations to enable efficient set up and commencement of operations.

9.2 Communications

During the response to a major incident the emergency services and SHG directorates will operate on their assigned VHF radio channels. All Digital communications are monitored and recorded by the Emergency Services Control Centre

See Appendix 4 for recommended VHF communications plan

Airport Emergency Communications: See Appendix 5 for recommended Airport VHF communications plan for Major Incidents on Airport

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.

9.2.1 Mobile Telephony

The Network is a 4G solution.

9.3 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, Infrastructure and Sustainable Development Portfolio staff. All receipts / invoices should be directed to the cell.

Emergency Planning's budget code should be used in support of major incident response

Appropriate authority should be sought prior to making purchases.

10 Major Incident Recovery Phase

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

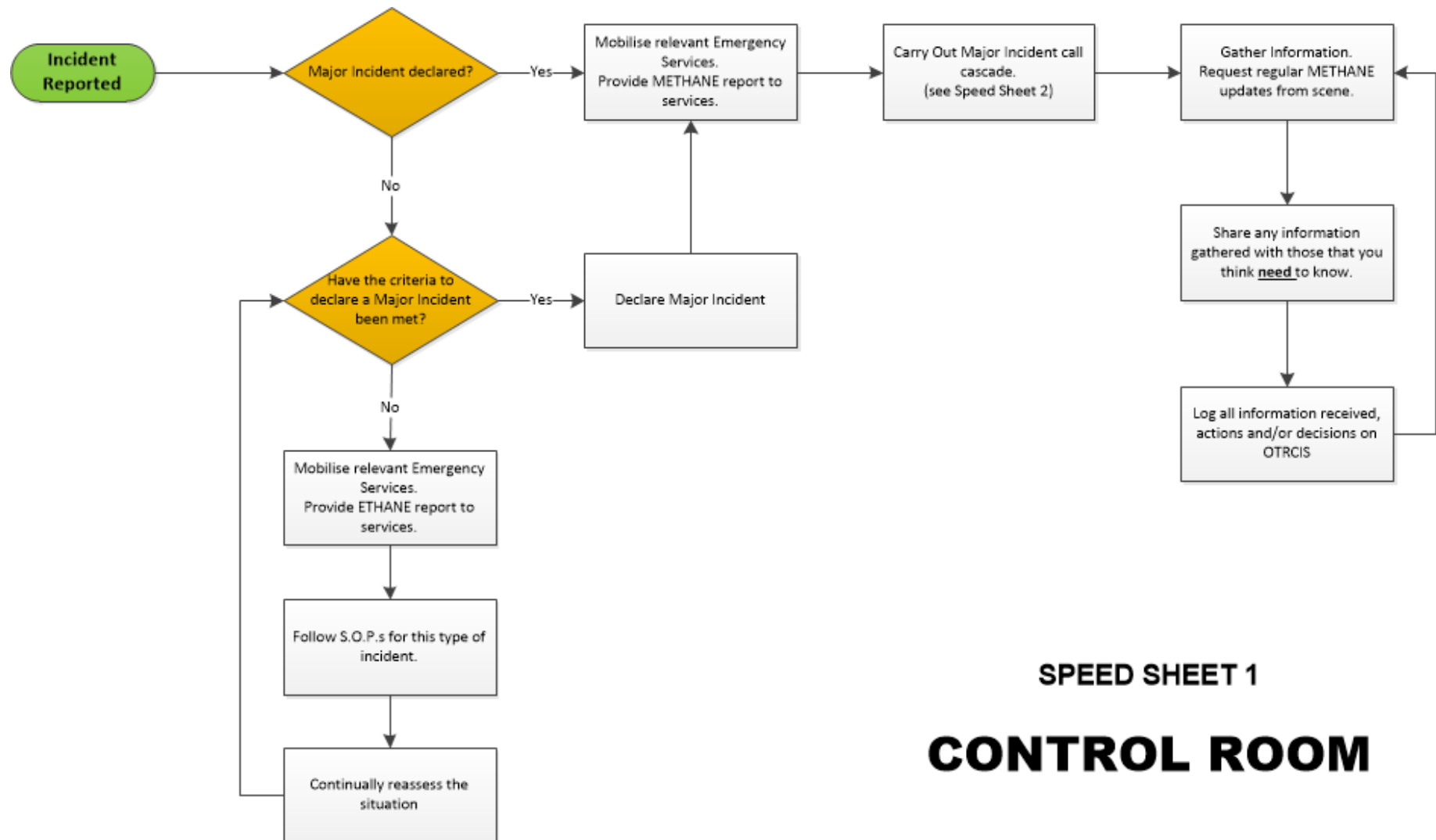
Extensive guidance on Major Incident Recovery Phase can be found at https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/62228/recovery-emergency-management-guide.pdf

APPENDIX 1 – Speed Sheets

Index

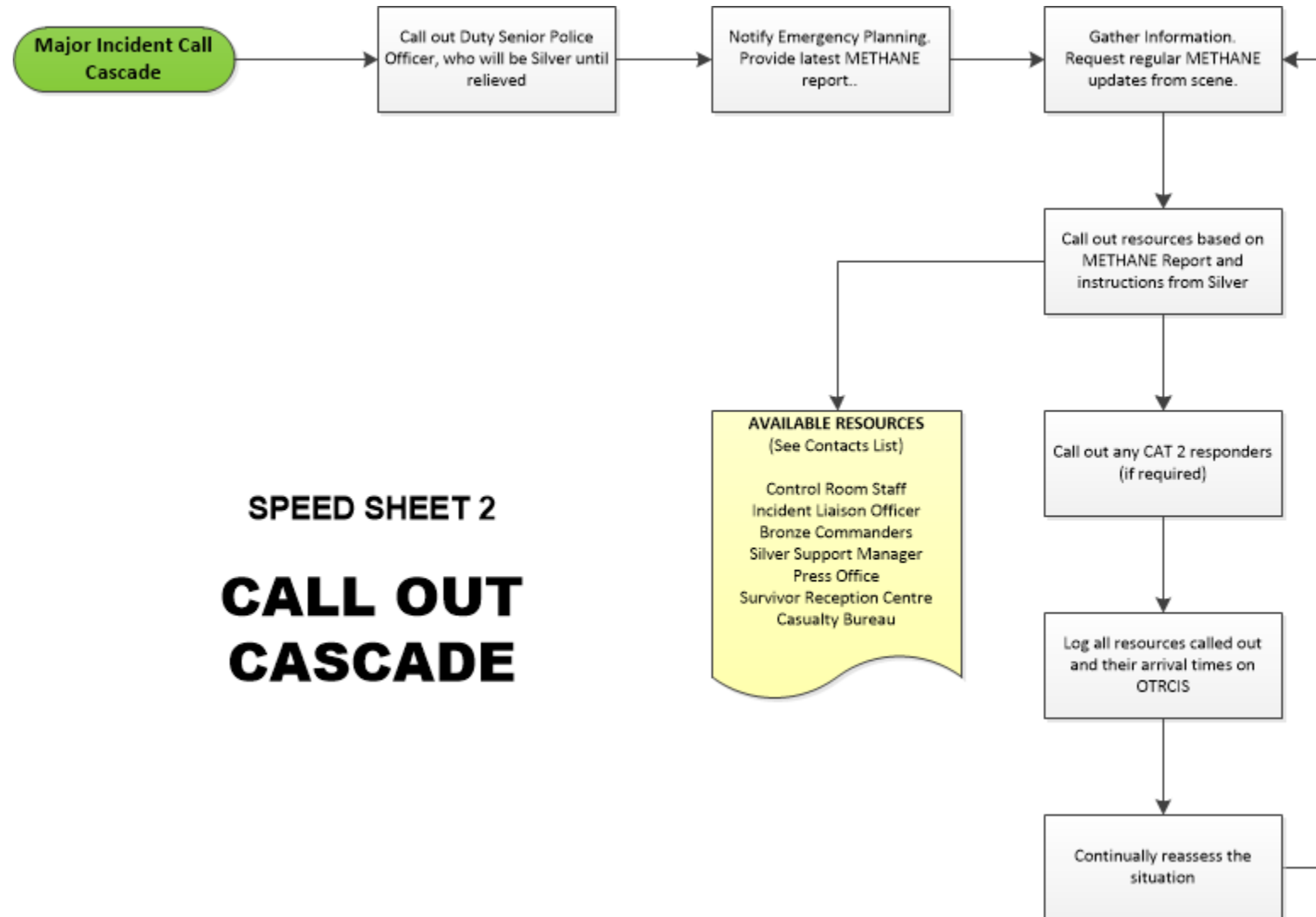
Number	Speed Sheet Title	Page Number
1	Control Room Initial Actions	30
2	Control Room Callout Cascade	31
2a	Major Incident Responders Contact List	32
3	First Responder On Scene Initial Actions	33
4	First Police Officer On Scene	34
5	Activation Of Rest Centre	35

1. Control Room Initial Actions



SPEED SHEET 1
CONTROL ROOM

2. Control Room Callout Cascade



2a Major Incident Responders Contact List

Cat 1:

Gold / IEG: SMT call out at the direction of Police Silver.

Police: On call list held by Control

Fire: On call list held by Control

Sea Rescue: On call list held by Control

Emergency Planning Manager/Officer: On call list held by Control

Health: On call list held by General Hospital (Tel: 22500)

ENRP: Contact ENRP Silver (Portfolio Director)

Airport Fire & Rescue: Contact via Airport

Cat 2:

Customs: On call list held by Control

Immigration: On call list held by Control

Community Care Complex: Duty Officer 23090

Public Relations: 22368 (Out of Hours 24430)

TISD Silver Infrastructure Manager

I&TS ILO Roads Section / Government Garage

I&TS Traffic: On call list held by Control

Silver Support Manager: Deputy Chief Secretary

IT: On call list held by Control

Connect: 22255 (Out of Hours 22602)

Sure: 22222 (Out of Hours 141)

Solomons (for BFI): 22332 On call list held by Control

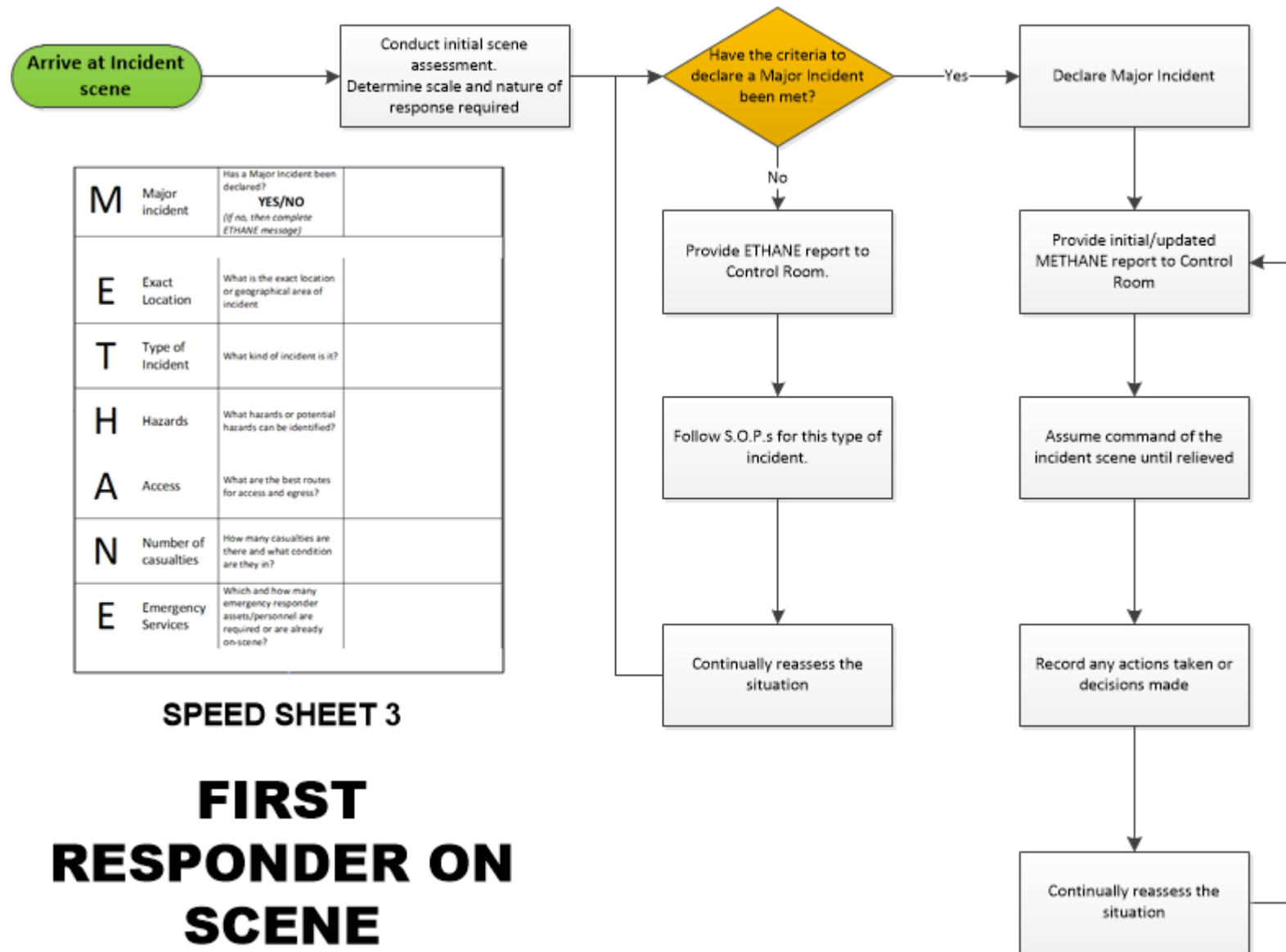
Salvation Army: 22703 (out of hours 24358 or 23014)

Prince Andrew School: 24290 (out of Hours Headteacher)

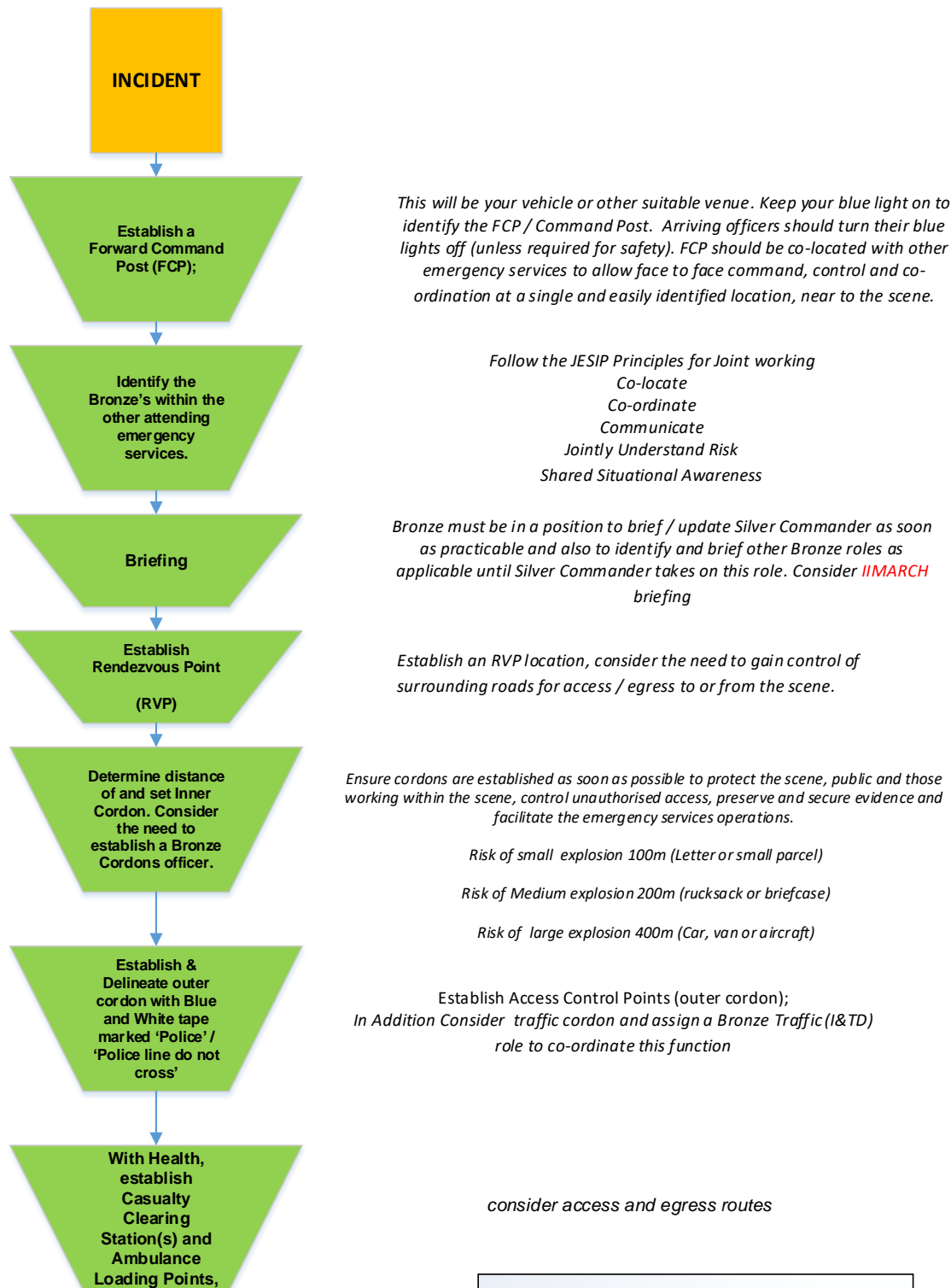
Red Cross: Emergency Planning Manager/Officer.

Other voluntary sector and faith group leaders are contactable via Salvation Army who will act as single point of contact

3. First Responder on Scene Initial Actions

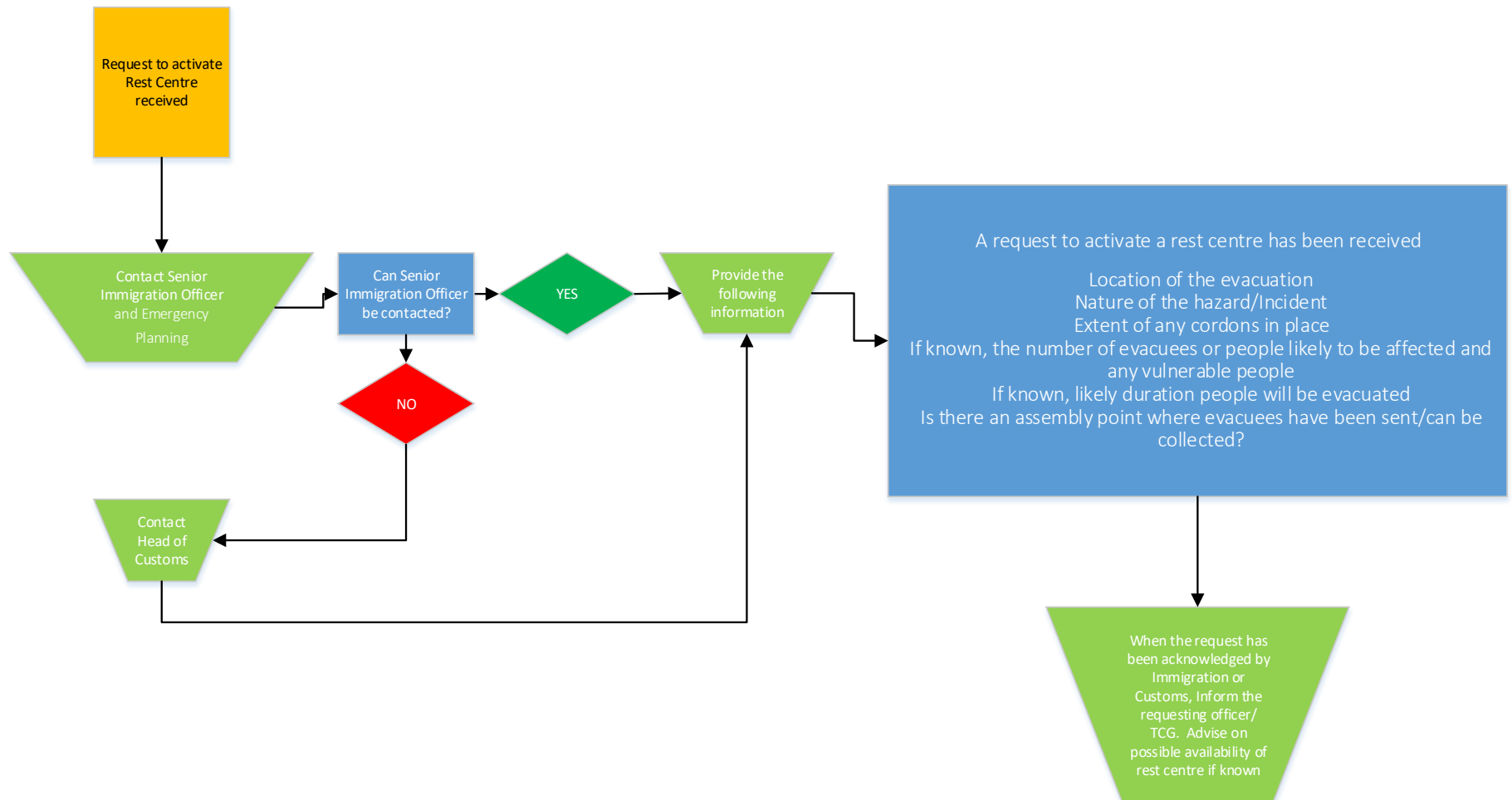


4. First Police Officer on Scene



SPEED SHEET 4 FIRST POLICE OFFICER ON SCENE

5. Activation of a Rest Centre



APPENDIX 2 – Action Cards

Index

Number	Action Card Title	Page Number
1	Silver Tactical Commander Initial Actions	37
2	Gold Commander Initial Actions	39
3	Silver Loggist	40
4	Gold Loggist	41
5	Silver Support Manager	42
6	IT&D Incident Liaison Officer (ILO)	43

Silver Tactical Commander Initial Actions

REMEMBER: Police co-ordinate all services attending the scene

REVIEW YOUR DECISIONS REGULARLY; THINK TACTICALLY

ACTION	TIME	DETAILS
Confirm JESCC Initial Actions are completed as per Speed Sheet 1		
Obtain METHANE briefing from Bronze Commander at the scene		
Policy books and scene log book commenced		
Appoint Senior Investigating Officer / Senior Identification Manager (SIO/ SIM) as required		
Identify / contact Silver within Other Emergency Services / TISD		
Ensure Forward Command Post (FCP) established with other services		
Ensure Access route 'In' established		
Ensure Egress route 'Out' established		
Ensure Inner and outer cordons established as necessary		
Ensure Cordon access control points (ACP / SACP) established		
Ensure Rendezvous Point (RVP) established		
Ensure Bronze Traffic Management Required / appointed Via TISD		
Consider requirement for evacuation (Ensure Bronze Evacuation appointed)		
Consider requirement for Survivor Reception Centre /Rest Centre (Ensure Bronze's appointed)		
Hospital Documentation Team required / deployed		
Casualty Bureau Required / activated		
Ensure SHG Public Relations team aware and that an identified Bronze Media has been appointed		

Activate Tactical Coordination Centre (TCC) as required		
Brief Gold Commander as soon as practicable		
Ongoing actions		
Arrange / Chair first Silver Co-ordination meeting within 1-2 hours of incident occurring		
Ensure an initial Community Impact Assessment (CIA) is completed		
Ensure staff welfare arrangements identified – physical conditions, weather, access to refreshment and breaks		
Consider Business Continuity and resilience issues		

Gold Commander Initial Actions

A strategy must be set to establish a structured dynamic response to major incidents at the earliest opportunity. This will improve the likelihood of a successful outcome, including community confidence.

<u>ACTION</u>	<u>TIME</u>	<u>DETAILS</u>
Open decision log (appoint a loggist if necessary)		
Obtain briefing from Silver		
Determine the composition of the SCG, agree attendance, formulate agenda and chair meeting		
Assume overall command of the incident		
Review any working strategy that has been already set and agree/define the overall strategy		
Determine and apply any tactical parameters		
Determine what resources are needed		
Determine specialist skills required		
Consider legal issues		
Set, review, update and communicate strategy, inclusive of media strategy		
Review and ratify Silver Commanders' tactical plans		
Ensure adequate audit trails are in place for the recording of strategy, objectives and decisions		

Silver Loggist

RANK: Staff Member

RESPONSIBLE TO: Silver Support Manager

ROLE: Maintain a written log of decisions / actions of the Silver Commander and to maintain records of any Tactical Co-ordination Group meetings

<u>ACTION</u>	<u>DETAILS</u>
Proceed to the Police Silver Command Room as directed.	<i>This will be the primary location. There may be a secondary choice of location, you will be advised of this</i>
Report to Emergency Planning for briefing	
Secure materials from Incident Box (stored in the Silver Command Room) to enable logging	
Maintain a log of decisions taken, communications, and actions taken by the Silver Commander	<i>The record must be made in permanent black ink, clearly written, dated and initialled by the loggist at start of shift. All persons in attendance to be recorded in the log. The log must be a complete and continuous (chronological) record of all issues/ options considered / decisions along with reasoning behind those decisions /actions. Timings have to be accurate and recorded each time information is received or transmitted. If individuals are tasked with a function or role this must be documented and when the task is completed this must also be documented.</i>
All documentation is to be kept safe and retained for evidence for any future proceedings.	<i>Documents should be copied the original should be given to the silver support manager and a copy given to the Silver Commander</i>
Participate in a “hot” de-brief immediately after the incident and any subsequent structured de-brief.	
Following stand-down evaluate admin effectiveness and any lessons learned and report these to Emergency Planning	

Gold Loggist

RANK: Supervisor

RESPONSIBLE TO: Gold Commander

ROLE: Maintain a written log of decisions / actions of the Gold Commander and to maintain records of any Strategic Co-ordination Group meetings

<u>ACTION</u>	<u>DETAILS</u>
Proceed to the Castle or alternative location as directed.	
Report to Gold Commander for briefing	
Call out members of gold as directed by Gold Commander	An emergency Contacts list is held by the Joint Emergency Services Contact Centre
Secure materials from Incident Box to enable logging	
Maintain a log of Strategic decisions taken, communications, and actions taken by GOLD	The record must be made in permanent black ink, clearly written, dated and initialled by the loggist at start of shift. All persons in attendance to be recorded in the log. The log must be a complete and continuous (chronological) record of all issues/ options considered / decisions along with reasoning behind those decisions /actions. Timings have to be accurate and recorded each time information is received or transmitted. If individuals are tasked with a function or role this must be documented and when the task is completed this must also be documented.
All documentation is to be kept safe and retained for evidence for any future proceedings.	Documents should be copied the original should be given to the silver support manager and a copy given to the Gold Commander
Participate in a “hot” de-brief immediately after the incident and any subsequent structured de-brief.	
Following stand-down evaluate admin effectiveness and any lessons learned and report these to Emergency Planning	

Silver Support Manager

RANK: Manager

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
 - a. Ensure meeting room is set up ready for TCG meetings and that a minute taker is present
 - b. Post meeting ensure timely dissemination of minutes
 - c. 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

<u>ACTION</u>	<u>DETAILS</u>
Place Silver support team on standby	Admin Support (Corporate) Action Team Resourcing Cell (HR Manager) Loggists Finance Cell (Deputy Finance Secretary) Logistics Support (ENRP Manager) Intelligence Cell (Corporate Manager)
Proceed to the Police Silver Command Room (or other defined location) as directed.	
Report to Emergency Planning for briefing	
Call out support team as required	
Carryout Role as required by Silver	
Participate in a "hot" de-brief immediately after the incident and any subsequent structured de-brief.	
Following stand-down evaluate admin effectiveness and any lessons learned and report these to Emergency Planning	

Incident Liaison Officer (ILO)

RANK: Manager

RESPONSIBLE TO: Silver

ROLE: As the eyes and ears at the scene or at the Tactical Coordinating Group you will be the liaison between responders and Portfolios.

<u>ACTION</u>	<u>DETAILS</u>
Attend Scene	<i>Confirm arrival with JESCC</i>
Obtain Briefing from Bronze Scene	<i>Report to the Rendezvous Point. Receive briefing. Confirm requirements</i>
Provide tactical advice / options around specialist/operational capabilities that might be used for the effective resolution of the incident or support rescue operations	
Call out resources as requested	<i>Confirm deployed resources you have called out with JESCC</i>
Maintain a log of resources you have deployed	<i>Include names of personnel, Vehicle registrations, equipment etc.</i>
All documentation is to be kept safe and retained for evidence for any future proceedings.	
Participate in a “hot” de-brief immediately after the incident and any subsequent structured de-brief.	

APPENDIX 3 – Roles & Responsibilities

Index

Number	Roles & Responsibilities	Page Number
1	Incident/Operational Commander Roles & Responsibilities	45
2	Tactical Commander Key Roles and Responsibilities	47
3	Strategic Commander Roles & Responsibilities	49
4	Government Oversight	51
5	Silver Support Manager	52
6	Actions Team	53
7	Finance Cell	57
8	Logistics Support	58
9	Intelligence Cell	59
10	Bronze Traffic	60
11	Bronze Cordons	61
12	Bronze RVP	62
13	Hospital Documentation Team – Supervisor	63
14	Hospital Documentation Team- Officer	64
15	Hospital Documentation Team- Liaison Officer	65

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 NILO 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.

Tactical Commander

Silver

The overarching aim of the Tactical Commander is to ensure rapid and effective actions are implemented that save lives and reduce harm. The Joint Decision Model (JDM) should be used as the standing agenda for Tactical Coordinating Group (TCG) meetings. To achieve the overarching aim, you will need to:

- Be aware of and understand the multi-agency command structure, commander roles, responsibilities, requirements and capabilities (including gaps) and monitor the on-scene command structure including functional roles;
- Determine whether the situation merits the activation of the strategic level of coordination and recommend accordingly;
- Establish a common view of the situation between the responder agencies. Initiate (if appropriate) and identify the chair of a multi-agency TCG meeting at the earliest opportunity, and then at regular intervals, to ensure shared situational awareness;
- Construct and agree the overall joint intent, objectives and concept of operations for their achievement within a joint plan. At regular intervals assess and disseminate, through the appropriate communication links, the available information and intelligence to properly evaluate threats, hazards, vulnerabilities and own actions in order to establish and maintain multi-agency shared situational awareness and promote effective decision making;
- Provide accurate and timely information to inform and protect communities, working with the media and utilising social media through a multi-agency approach;
- Understand how continually changing threats and hazards affect each organisation and work with multi-agency colleagues to conduct joint dynamic risk assessments, putting in place appropriate mitigation and management arrangements to continually monitor and respond to the changing nature of emergencies for your organisation ;
- Ensure your legal and statutory responsibilities are met and doctrine considered in relation to the health, safety, human rights, data protection and welfare of individuals from your organisation during the response;
- Share and co-ordinate operational plans to ensure multi-agency compatibility and understanding of both the initial tactical priorities and ongoing tactics;
- Identify and agree a common multi-agency forward control point for all Operational Commanders and remain suitably located in order to maintain effective tactical command of the incident or operation and maintain shared situational awareness;
- Manage and co-ordinate, where required, multi-agency resources and activities, providing a joined up and directed response;
- Liaise with relevant organisations to address the longer-term priorities of restoring essential services, and help to facilitate the recovery of affected communities;
- Ensure that all tactical decisions made, and the rationale behind them, are documented in a decision log, to ensure that a clear audit trail exists for all multi-agency debriefs and future multi-agency learning;
- Facilitate or make available debriefing facilities (supporting the Operational Commander and debriefing them).

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

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;
- 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. Confirm date and time of next meeting | Chair |

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

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

Silver Support Manager

RANK: Deputy Chief Secretary

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

Actions Team

ROLE: 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 kept updated on progress

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

Action Raiser(s)

RANK: Staff Member

RESPONSIBLE TO: Action Manager

ROLE:

1. Complete action record
2. Allocate next action number from Action Grid
3. Assign appropriate level of priority to the action
4. Ensure title is an accurate description of task
5. Ensure content of action is clear and refer back to originator if there is any ambiguity
6. Link to existing actions if appropriate
7. Forward to Action Processor

Action Processor(s)

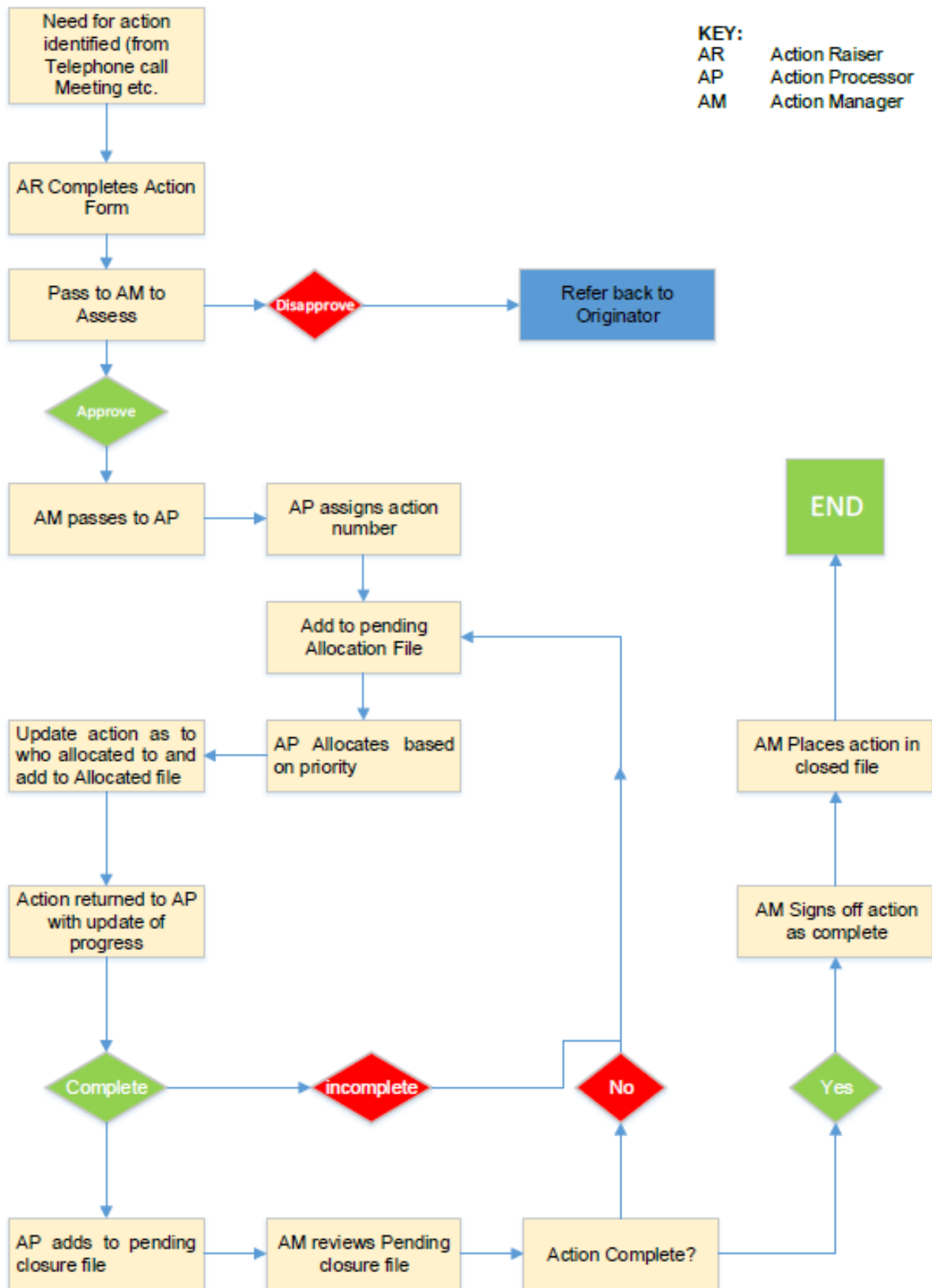
RANK: Staff member

RESPONSIBLE TO: Action Manager

ROLE:

1. Receive completed action form from the Action raiser
2. Flag up an ambiguity in respect of the content or priority of the action
3. Allocate the action as appropriate (this may be another team member to undertake the action)
4. Ensure that the location and disposition of the action is known at all times
5. Review actions submitted and identify any supplementary tasks that are necessary to complete or whether further allocation is necessary
6. When satisfied that action has been completed refer it to the Action manager for sign off and filing

Silver Support TCG - Action Management Process



Action

Number

Priority: High Routine

Originator:
(Name & Dept or Meeting / Document Ref)

Subject:
Overview to describe action

Detail:

Cross Reference to Linked or Similar Actions:

Action Numbers:

Allocation (updates overleaf)

Allocated to	Date	Time	By	Returned
Complete Y/N				

Progress / Update

From allocation	Date	Time	Update	Further
-----------------	------	------	--------	---------

Result

Action Complete

Having reviewed this action I am satisfied that it has been completed satisfactorily to meet the requirements of the originator – The originator has / has not been advised of the result

Signed	Date	Time
--------	------	------

Print name:

Completed Action to Closed File

Finance Cell

RANK: Assistant Financial Secretary

RESPONSIBLE TO: Silver Support Manager

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.

Logistics Support Team

RANK:Transport Manager and Transport Staff.

RESPONSIBLE TO: ENRP Silver Commander

ROLE:

1. Receive requests for logistic support via ENRP Silver Commander and scene based Incident Liaison Officer (ILO)
2. Utilise knowledge of SHG capabilities to identify equipment or resources from within SHG portfolio.
3. Where equipment is either not held or is in excess of the capability held by SHG arrange to identify and obtain capability from the private sector.
4. Where capability does not exist identify alternative options to ENRP Silver Commander for their consideration
5. Arrange transport for the conveyance of casualties or displaced persons from or near the scene to a Survivor Reception Centre or Rest Centre as appropriate
6. Identify any large scale costs to ENRP Silver Commander for authorisation as necessary.
7. Coordinate staff transport arrangements utilising private sector as appropriate
8. Ensure details of all equipment / services purchased are forwarded to the finance cell for payment and reconciliation of accounts.

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,SCG or IEG 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

Bronze Traffic

RANK: I&TD Roads Supervisor

RESPONSIBLE TO: Silver

ROLE:

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

Bronze Cordons (Inner and Outer)

NB – This responsibility passes to Police Bronze Scene if a Bronze Cordons is not deployed

RANK: Police / I&TD

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

Rendezvous Point Officer

RANK: Roads Officer

RESPONSIBLE TO: Bronze Cordons / Bronze Scene

ROLE:

1. Ensure that details of all incoming resources are logged.
2. Inform the Incident Control / Bronze scene of their arrival.
3. Brief incoming officers on:
 - Circumstances of the incident;
 - Hazards present or potential;
 - Duties to be performed.
4. Deploy resources forward as directed.
5. Advise Incident control of resources leaving RVP on deployment.
6. Ensure that vehicles are correctly parked avoiding any congestion and available for immediate use, with ignition keys left or driver present.

Hospital Documentation Team – Supervisor

RANK: Supervisor

RESPONSIBLE TO: The Officer in Charge of the Casualty Bureau

ROLE:

1. Assume responsibility for the documentation of casualties taken to the General hospital'.
2. Ensure that necessary documentation forms etc. are available for immediate use.
3. Liaise with hospital administration and casualty staff on matters relating to documentation and identification of casualties.
4. Establish communications between the hospital, Casualty Bureau, Mortuary and Silver (TCC) Control Room.
5. Allocate the following duties:
 - Documentation officer(s);
 - Liaison Officer;
6. Ensure that completed 'casualty' forms are forwarded to the Casualty Bureau via Hospital Documentation Liaison Officer.
7. Arrange for additional security at the hospital if requested.
8. Ensure persons who are dead on arrival or die at the hospital are documented as fully as possible (including descriptive detail) and ensure these details are passed to the Casualty Bureau.

Hospital Documentation Officer

RANK: Staff

RESPONSIBLE TO: The Hospital Documentation Team Supervisor

ROLE:

1. Work alongside hospital documentation staff and complete the 'Casualty' Record Form in respect of ALL casualties. NB: Hospital reference number must be included.
2. Hand completed forms to the liaison officer.
3. Update liaison officer with any amended information for onward transmission to the Casualty Bureau.
4. Perform other duties as directed by the supervisor.

Hospital Documentation – Liaison Officer

RANK: Immigration Officer / Customs / Prison Officer

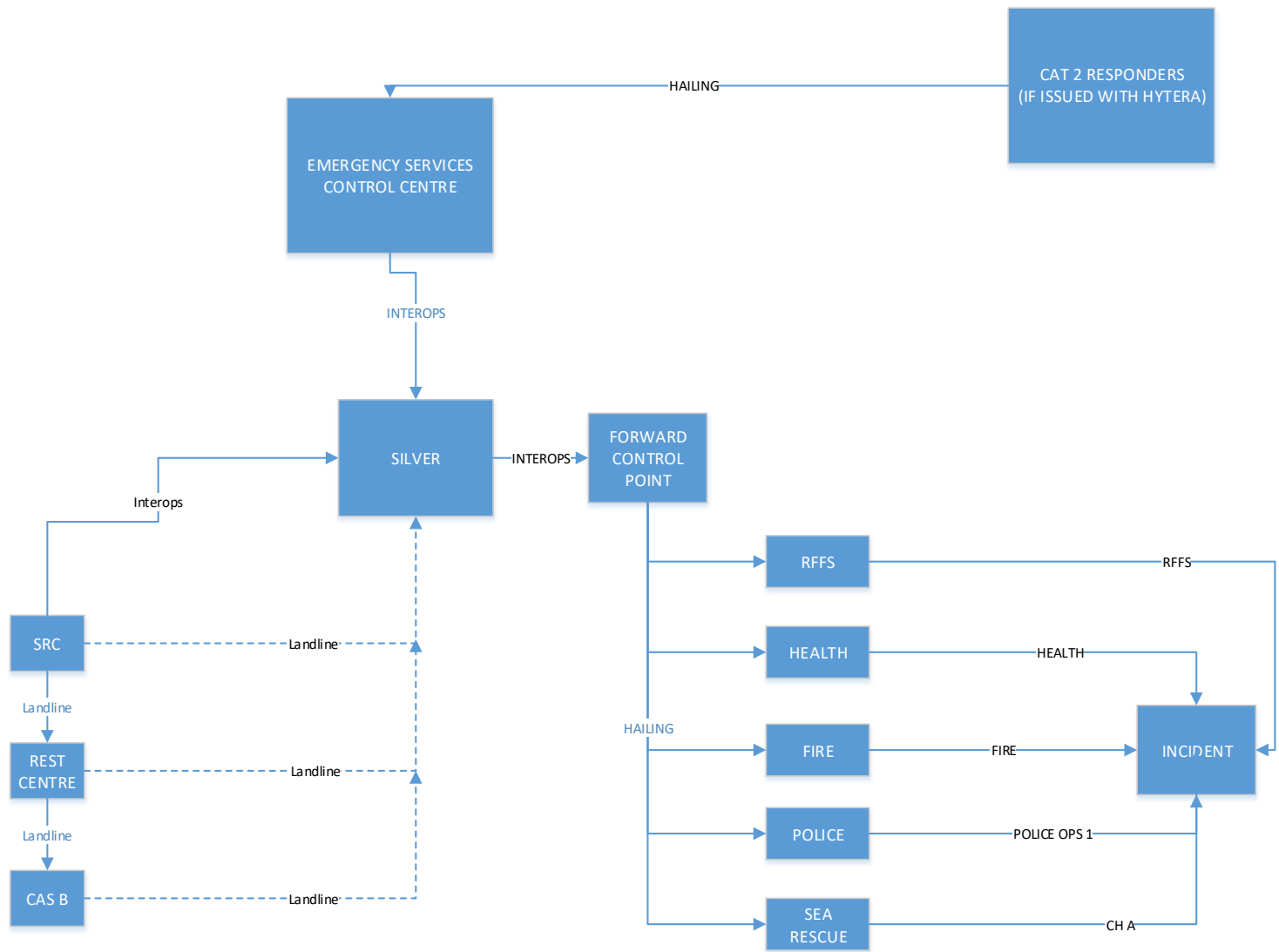
RESPONSIBLE TO: The Hospital Documentation Team Supervisor

ROLE:

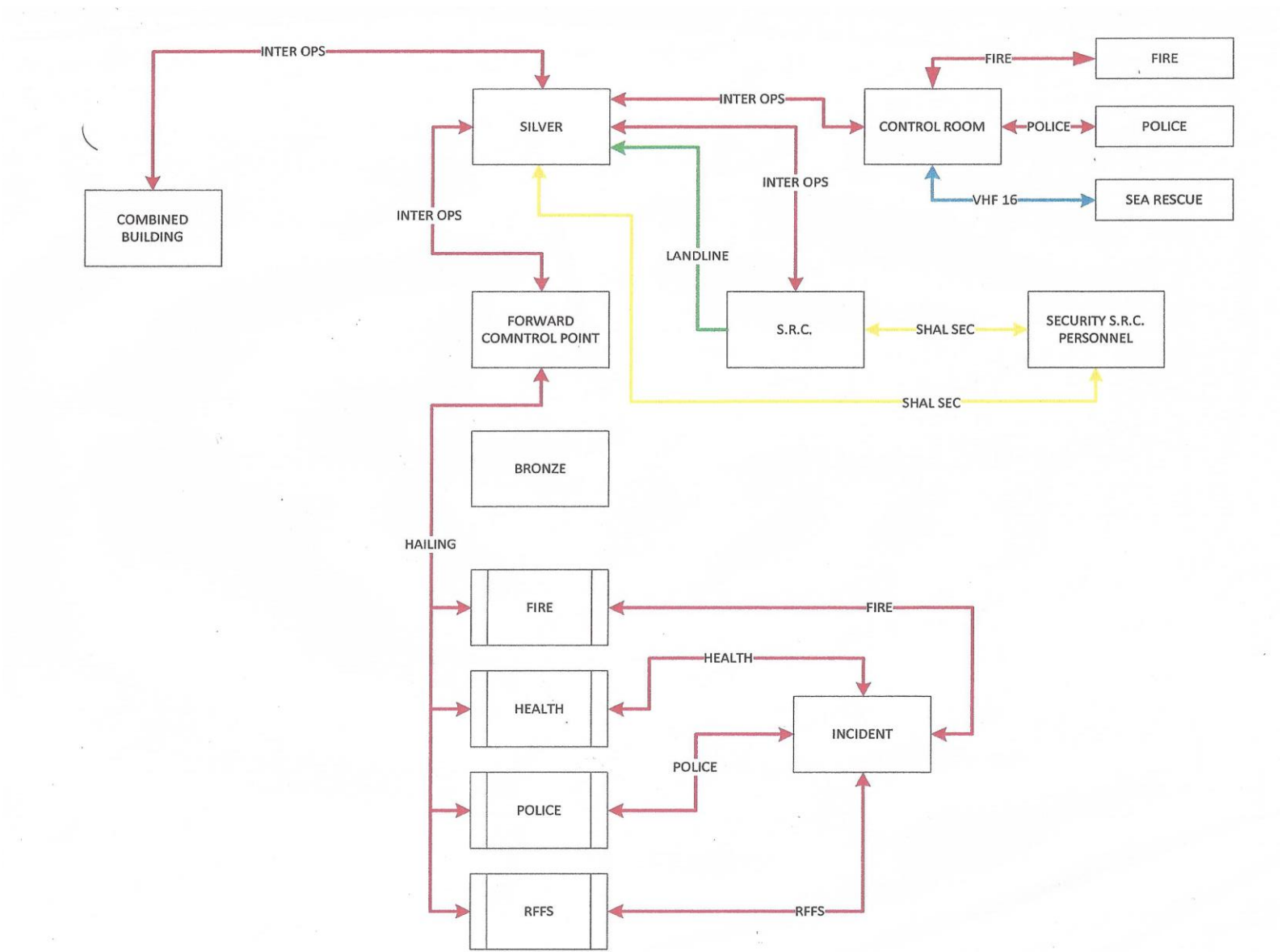
1. Maintain telephone link with the Casualty Bureau.
2. Receive completed 'Casualty' Record Forms and forward details to the Casualty Bureau.
3. Forward completed forms to the Casualty Bureau as soon as practicable.
4. Pass any additional or amended casualty information to the Casualty Bureau.
5. Perform other duties as directed by the supervisor

APPENDIX 4 – Communications Plans

Major Incident



Airport Major Incident



APPENDIX 5 – List of Risk Specific Contingency Plans

The risk assessment working group of the St Helena Resilience Forum have identified the need for the following plans to be developed as specific risk mitigation. This list will be subject of formal review when the risk assessment groups sits.

Current Plans

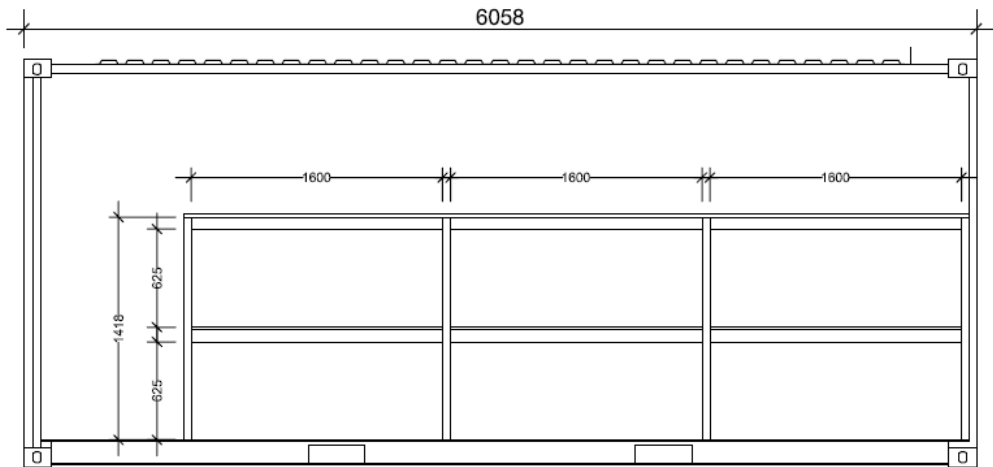
Plan/SOP name	Held By
P1 Maritime and Aeronautical Search and Rescue Plan	Sea Rescue
P2 Rock fall Major Incident Plan	Emergency Planning
P3 Hospital Major Incident Response Plan	Health
P3a Infectious Communicable Disease Plan	Health
P4 Bio Security Major Incident Plan	Bio Security
P5 Media Communications Major Incident Plan	Press Office
P6 Drought Major Incident Plan	Emergency Planning
P7 Jamestown Evacuation Major Incident Plan	Emergency Planning
P8 Ruperts Evacuation Major Incident Plan	Emergency Planning
Airport Emergency Plan	SHAL
Survivor Reception Centre Plan	Immigration
Rest Centre Plan	Immigration
Casualty Bureau SOPs	Internal Audit
P10 Power Failure Major Incident Plan	CSH
Hospital Documentation Team SOPs	Customs
Repatriation of the Deceased SOPs	Health

APPENDIX 6 – Incident Log Record Sheet

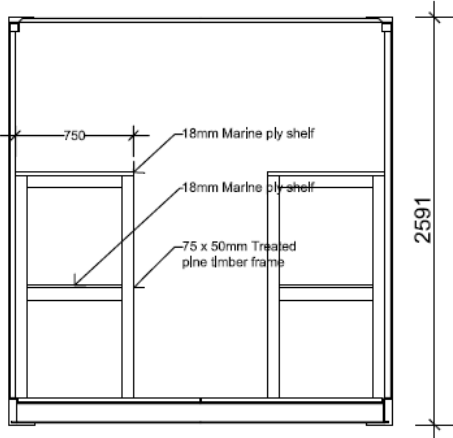
Page.....

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

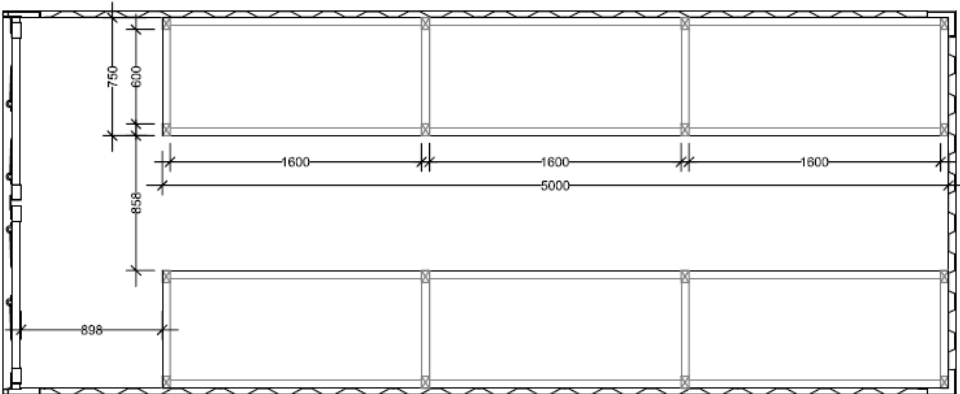
APPENDIX 7 – Reefer Temporary Mortuary Layout



Side Elevation



Section Thro'



Plan Layout