Wiltshire and Swindon
Local Resilience Forum

Emergency Multi-Agency Procedures (EMAP)
Version 1.12
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**Version control**

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**Publication**

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

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

**Freedom of Information Act**

This document is not subject to any exemptions under the Freedom of Information Act 2000.
### Principal National and Local Guidance Documents

<table>
<thead>
<tr>
<th>Name</th>
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<tr>
<td>Civil Contingencies Act 2004 (CCA)</td>
<td>Provides a coherent framework for emergency planning and response ranging from local to national level</td>
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<td>Emergency Preparedness</td>
<td>Deals with the pre-emergency phase and describes the requirements of the CCA</td>
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<tr>
<td>Emergency Response and Recovery</td>
<td>Multi-agency framework for responding to and recovering from civil emergencies</td>
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<td>Joint Emergency Services Interoperability Programme (JESIP)</td>
<td>Provides emergency service commanders with a framework to enable them to respond together as effectively as possible.</td>
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<td>Joint Doctrine : The Interoperability Framework</td>
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<td>Wiltshire and Swindon Local Resilience Forum Operation Link.</td>
<td>A protocol designed to instigate multi-agency contact</td>
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## Compendium of LRF Plans and Guides

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<td>Animal Health</td>
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<td>Emergency Treatment Centres Guide</td>
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<td>Emergency Transport Plan (Inc. 4x4 Protocol)</td>
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<td>Evacuation and Shelter Guide</td>
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<td>Flood Plan</td>
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<td>Fuel Supply Disruption Plan</td>
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<td>Humanitarian Assistance Centre Guide</td>
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<td>Multi-Agency Airwave Interoperability – SOP’s</td>
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<td>Multi-Agency Representatives Deployed to a Strategic Coordinating Group (Gold) Guide</td>
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<td>Multi-Agency Strategic Holding Area Plan</td>
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<td>Off-site Reservoir Plan</td>
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<td>Operation Link</td>
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<td>People Stranded on the Transport Network</td>
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<td>Porton Down 'Off Site' Plan</td>
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<td>Resilient Telecommunications Guide</td>
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<td>Search and Rescue Guide</td>
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<td>Severe Weather Guide</td>
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<td>Science Technical Advice Cell Plan</td>
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<td>Stranded People on the Transport Network for an Extended Period Guide</td>
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<td>Telephony Failure Guide</td>
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<td>Transport Plan (incorporating the 4x4 Protocol)</td>
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<td>VASEC (Voluntary Agencies Emergency Coordination) Guide</td>
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<td>Warning and Informing Strategy</td>
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Foreword by the Chair of the Local Resilience Forum

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

Emergencies can happen anywhere and at any time. Therefore, it would be foolish to believe that such an incident could not occur within Wiltshire and Swindon as the Winter Flooding events of 2013/14 demonstrated. With this in mind it is clearly prudent that the County should have a comprehensive procedural document for the integrated response to those agencies that might be involved in mitigating the effects of such an incident.

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

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

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

Mike Veale
Chair – Wiltshire & Swindon Local Resilience Forum
Section 1 – Incident Classification and Alerting

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

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

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

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

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

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

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

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

1.5. Definition of an emergency
The Civil Contingencies Act 2004 definition of an ‘emergency’ is:-

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

1.6. Definition of a major incident
The Joint Emergency Service Interoperability Principles (JESIP) Joint Doctrine defines a ‘major incident’ as:-

‘An event or situation, with a range of serious consequences, which requires special arrangements to be implemented by one or more emergency responder agencies’.
'Emergency responder agencies' describes all Category One and Two responders as defined in the CCA 2004 and associated guidance.

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

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

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

Figure 1 – The stages of a major incident

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

1.8. Alert protocol
In the event of a major incident being declared by a single agency all other LRF agencies will be notified in accordance with ‘Operation Link’. This protocol is designed to set out a standard operating procedure for alerting members of the LRF in order that they can fulfil their role and responsibilities at major incidents and emergencies or other incidents which may require enhanced multi-agency co-ordination. Once ‘Operation Link’ has been activated, it is imperative that the ongoing operation is given a dedicated name and is not just referred to as ‘Operation Link’. This serves to differentiate one incident from another.

1.9. Retention of evidence
Agencies are required to record, secure and retain evidence of the best possible quality from the outset in accordance with their own protocols.
Section 2 – Integrated Emergency Management

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

2.2 Common Aim and Objectives of Responding Agencies.
To resolve a major incident it is important to set one common aim from the outset to provide clarity of purpose. Below is a list of objectives which may support the common aim.

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

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

2.3 Decision Making Process
A reasonable decision is one that another decision maker would have reached in the same circumstances. An audit trail should evidence those circumstances, i.e. the context within which the decision was reached. It is vital in any subsequent legal process for the decision maker to be able to evidence their thought process. This will include what information and resources and risks were considered, what options were available and considered and why a decision was reached. The decision (and record of the decision) should record or reference the following:

- Task (problem)
- Originator of the task
- Information available (gather information and intelligence)
- Source of information available (consider separate record for sensitive material)
- Resources available
- Assess threats and risks and development of strategies
- Options available
- Lawfulness, necessity and proportionality of the options
- Risk assessment of the options
- Advantages and disadvantages of the options
- Elimination of the least reasonable options
- Selection of the most reasonable option (solution)
- Plan – unless already recorded or to be developed by another
- Time and date
- Review of action and follow up.

Clear analysis of the available information or facts must be made together with an analysis of resources. There should be a logical pathway to the decision. It must be remembered that risk assessments and decisions may have to be revisited as events unfold.

No one service can appreciate all dimensions of a major or complex incident. Wider understanding requires communication between organisations. The mnemonic ‘METHANE’ should be used to pass information to establish initial Shared Situational Awareness:

**Methane**

1. **M** Major Incident declared?
2. **E** Exact Location
3. **T** Type of incident
4. **H** Hazards present or suspected
5. **A** Access - routes that are safe to use
6. **N** Number, type, severity of casualties
7. **E** Emergency services present and those required
It is absolutely vital for decision makers to identify why they decided to take a course of action, how and why they eliminated other options. The decision log needs to reflect this.

An assessment of the potential consequences arising from the particular decision may be assessed against a model such as SDI (Scale, Duration and Impact) or STEEPLE (Social, Technological, Economic, Ethical, Political, Legal and Environmental).

Agencies may use their own decision making process. In a multi-agency environment the Joint Decision Model (JDM) is the recognised method to be used by decision makers at all levels. This has the preservation of life and reduction of harm at its core.

**Joint Decision Model**
Section 3 – Command, Control, Coordination and Communications

3.1 General
Each LRF agency operates a Gold (Strategic), Silver (Tactical) and Bronze (Operational) internal command structure. The wider coordinated multi-agency response to an incident will operate a Strategic, Tactical and Operational structure which is outlined in the below diagram:

Responders from Category 1, Category 2 and others (defined in the Civil Contingencies Act 2004) will provide appropriately trained and empowered staff for the Strategic and Tactical Coordinating Groups.

It is important when agencies send a representative to either a Strategic or Tactical Coordinating Group meeting that the person has sufficient authority to commit resources on behalf of the organisation(s) that they represent – see Appendices 2 and 3.

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

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

Under no circumstances should personnel be allowed to carry out functions for another agency to the detriment of the primary role and responsibilities of their organisation.
3.3 Strategic Coordinating Group

It will be necessary for individual agency Gold Commanders to meet together as a Strategic Coordinating Group (SCG) to set the strategic direction. This may initially be done as a pre-event assessment teleconference (PEAT) which can be activated by Operation Link. The SCG, on most occasions, will initially be chaired by a senior police officer, which will consider strategic issues. These meetings must be focused, rapid and expeditious. The primary location is the Gold Room, at Police Headquarters, Devizes and the secondary location is Gablecross Police Station, Swindon – see Annex A. A tertiary site has been identified at County Hall, Trowbridge. Other sites might be deemed appropriate at the discretion of the SCG.

Gold Commanders have responsibility to ensure that sufficient support is provided for Tactical Commanders. The SCG will provide liaison with Central Government via Department of Communities and Local Government (DCLG) Resilience Emergency Division (RED) and other bodies as appropriate.

The SCG may be supported by the following groups:

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

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

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

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

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

Media Cell
A Media Cell needs to be convened promptly and tasked with preparing a media strategy for early approval by the Strategic Co-coordinating Group. This strategy will include the generic ‘Key Messages’ to be used by all other agency media officers in any press releases.
Recovery Working Group
Recovery begins as soon as operationally possible after the beginning of an incident. The SCG will convene and direct a Recovery Working Group (RWG) to return to business as usual with any routine work recovered as quickly as possible.

3.4. South West Regional SCG Arrangements
It is recognised that in most cases individual LRFs establish SCGs to deal with specific incidents in their local area. However, simultaneous responses to either regional or national incidents do happen and it is important for LRFs in the South West to respond in a collaborative way to establish a coordinated ‘battle rhythm’. Therefore, it has been agreed that in such circumstances the following timings for SCGs will be adopted:

Core times - 1000 – 1400 hours - for first SCG

1015 Devon and Cornwall
1100 Gloucestershire
1145 Dorset
1230 Wiltshire & Swindon
1315 Avon & Somerset

Core times - 1500 – 1900 hours - for second SCG (should this be required)

1500 Devon and Cornwall
1545 Gloucestershire
1630 Dorset
1715 Wiltshire & Swindon
1800 Avon & Somerset

The above can be overruled by any of the five LRFs, based on an urgent local need on the day. It is hoped that independent arrangements would be rare and that all five LRFs would enter into the spirit of working collaboratively to reduce threat and risk and maximise limited capacity within the Region.

3.5. Tactical Coordinating Group
A Tactical Coordinating Group (TCG) is a multi-agency group of tactical commanders that meet to determine and coordinate the tactical response to a major incident. Silver Commanders or tactical coordinators will attend the scene or nearby, take charge and be responsible for formulating the tactics to be adopted by their respective agencies to achieve the strategic aim and objectives set by the SCG (if established). Any meetings must be focused, rapid and expeditious. They will attend TCG meetings as agency representatives. The Police Silver Commander will normally chair meetings even though, for example, the Fire Silver Commander may be in charge in a fire or chemical situation – see Appendix 3.

3.6. Operational Control
Bronze Commanders or operational leads will control and deploy the resources of their respective agencies to the incident. This may result in there being several Bronze Commanders or operational leads acting in response to the incident for various disciplines. The implementation of the tactics set by the TCG will be coordinated at or near the scene by the Bronze Commanders or operational leads of the incident. It is important for these people to operate the principles for joint working, namely:
• Co-location
• Communication
• Coordination
• Joint understanding of risk
• Shared Situational Awareness.

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

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

The multi-agency response depends on Shared Situational Awareness. Responding staff cannot know everything but it is vital that they are aware of what they need to know. A Situation Report provides the SCG with an incident template and includes a Red/A Amber/Green (RAG) status – see Appendix 4.

3.8. Recovery
The recovery and resumption of services will commence at the earliest opportunity, during the response phase at the direction of the SCG. In accordance with the plans for Wiltshire Council and Swindon Borough Council it is the responsibility of the local authority concerned to lead the recovery phase.

It is critical to ensure that the formal handover from response to recovery is properly conducted and documented. It is vital to the success of the operation to understand who is leading at any given time. A suggested Handover Certificate can be found in the respective local authority recovery plans and is reproduced at Appendix 5.

3.9. Debriefing
Each of the organisations involved in the incident should hold internal debriefs. A multi-agency incident brief should then be held to inform future planning and response processes.

3.10. Rising Tide Events
Rising Tide emergency events or situations may have a lead in time of days, weeks or even months. The onset of a Rising Tide event may be gradual and the final impact not always initially apparent i.e. developing health pandemics, infectious disease outbreaks in animals and extreme weather events. The LRF is able to call an extraordinary meeting (referred earlier at para 3.3) in response to a Rising Tide event or other potential threat where decisions on response can be considered.

3.11. Communications systems

General
Blue light services have the ability to communicate with each other via a secure management radio system. All responding agencies can communicate with each other via routine communication systems e.g. email, telephone and faxes. Where possible, venues that host SCG, TCG or associated support cells may be provided with Wi-Fi.
Airwave
Each of the emergency services use Airwave which is a secure management radio system. Arrangements are in place to extend the availability of Airwave to partner agencies via Wiltshire Police.

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

Satellite Communications
Some responding agencies have the capability to provide ‘last ditch’ communications using satellite telephones.

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

Wiltshire RAYNET can provide specialist HF, VHF and UHF radio communications assistance across Wiltshire and Swindon and beyond into neighbouring counties. National and international radio communications can also be provided if requested.
Appendix 1 - Organisational Roles and Responsibilities:

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

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

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

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

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

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

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

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

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

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

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

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

- Mobilise and co-ordinate NHS resources in response to an emergency or incident, and ensure that providers of NHS funded care are able to support and share resources where required to ensure an effective response.
- Provide a Health representative at any multi-agency TCG or SCG, and co-ordinate any subsequent communications and briefings within the health community.
- Act as the single point of access for other category 1 health responders, such as acute hospitals and other providers of NHS funded care.
- Implement NHS command, control, communication and co-ordination and leadership of all providers of NHS funded care.
- Ensure that NHS resources that are agreed with Public Health England and/or the Director of Public Health to support an effective response to any local health protection incident are made available appropriately.
Public Health England (PHE)
Public Health England is responsible for providing public health leadership together with scientific and technical advice at all levels to protect the public against infectious diseases and minimise the health impact from hazards. It will provide:

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

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

For pollution or other incident:

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

For a flooding incident:

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

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

- NHS England Regional teams
- Clinical Commissioning Groups
- Utilities (Gas/Water/Electricity)
- Telecommunications
- Transport (Road/Rail/Air/Waterways)
- Government Agencies, e.g. Health & Safety Executive
Central Government and Department of Communities and Local Government (DCLG)  
Resilience Emergency Division (RED)

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

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

Representatives may include:

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

Met Office

The primary areas of Met Office responsibility for a Major Incident are:

- The Met Office is the official source of meteorological information in the UK.
- Legislation supporting the Civil Contingencies Act 2004 states that Category 1 responders must have regard to the Met Office’s duty to warn the public, and provide information and advice, if an emergency is likely to occur or has taken place.
- The weather can be the cause of an emergency and/or have a major influence on its impact, such as in chemical releases, nuclear incidents, large fires or biological hazards, including Foot and Mouth Disease.
- The Met Office’s Public Weather Service (PWS) provides a number of services to help authorities prepare for, and respond to, emergencies – from making informed decisions in their day-to-day activities (to optimise or mitigate the impact of the weather) and contribute to the protection of life, property and basic infrastructure.

It comprises:

- National Severe Weather Warning Service (NSWWS): for rain, wind, snow, ice and fog. Warnings are issued when significant disruption to transport and communications is expected, but the main driver is the potential risk to life and property.
- Met Office Advisors: Linked to ALL Met Office services is advice, available from the Met Office advisors’ team, on the interpretation and impact of the weather during an emergency.
- Hazard Centre: forecasters provide specialist short-notice UK and global forecasts and advice – including for chemical fires, biological hazards, volcanic eruptions, space weather; with operational capability 24 hours a day, 365 days a year. And can provide cover for Met Office Advisors – when they are not available – usually at night and weekends.
- Hazard Manager: an up-to-date 24/7 web portal which is a one stop shop for Met Office and Flood Forecasting Centre (FFC) data, guidance and information – both latest and forecast – and is designed for the benefit of Category 1 and 2 responders. It aims to supplement the Met Office Advisors in providing consistent weather-related information and interpretation to responders.
- Met Office products and services: A range of forecasts, services and products available – e.g. including all of the above, plus Cold Weather and Heatwave Planning and Forecasts.
Military Aid in the Event of a Major Incident

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

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

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

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

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

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

Request for Military Aid

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

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

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

Should the circumstances require a further liaison officer at TCG the military headquarters will task an officer.
Voluntary Organisations
The support of voluntary organisations in helping to resolve a major incident should be a consideration from the outset.

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

- British Red Cross Society.
- Business Community
- Clergy and inter faith groups of Wiltshire and Swindon
- Cruse Bereavement Care
- Disaster Action
- Rapid Response Team – Plymouth Brethren
- RAYNET
- Rotary
- Royal Voluntary Service (RVS)
- RSPCA
- Salvation Army
- Samaritans
- SERVE ON
- Sky Watch Auxiliary Service
- St John Ambulance
- Victim Support
- Welfare organisations
- Wessex 4 x 4 Response
- WILSAR
Appendix 2 - SCG Initial Agenda

Wiltshire and Swindon Strategic Coordinating Group

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

Initial Agenda

- **Membership**
  - Nominate Chair
  - Health and Safety Brief
  - Introductions / Roles / Responsibilities / Confirm Contact Details
  - Do all members have executive level decision making authority?
  - Are Other Organisations Required?

- **Current Situation Analysis**
  - Are there Urgent Items for Attention?
  - Consider Strategic Risk Assessment – consider SDI (Scale, Duration, Impact) model
  - Are there Imminent/Potential Threats to Critical Infrastructure?
  - Are there Imminent/Potential Threats to Neighbouring Counties?
  - Provide TCG and Organisational Updates
  - Agree Command and Control Structure

- **Aim and Objectives**
  - Set Strategic Aim and Objectives
  - Communicate Strategic Aim and Objectives to TCG

- **Supporting Plans/Groups**
  - Consider other LRF/Agency plans and/or the need for Supporting Groups, e.g. Intelligence/Media/STAC/Recovery/Admin/Mass Fatalities/Other

- **Communications**
  - Consider Shared Situational Awareness. Is there a requirement for an early ‘Situation Report’?
  - Set Communications Strategy including reporting frequency and requirements with TCG, other LRFs, Central Government and others (Setting the ‘Battle Rhythm’)
  - Set Media Management Strategy

- **Logistics and Administration**
  - Staff Welfare including Support Groups
  - Continuity and resilience of SCG
  - Consider strategic logistical issues
  - Consider political, legal and financial matters

- **AOB**

- **Confirm Decisions / Actions**

- **Date/Time/Venue/Set Agenda of Next Meeting**

- **Considerations for Future Meetings**
  - Review Actions/Impact
  - Review Shared Situational Awareness/Situation Report
  - Review Strategic Aim and Objectives
  - Updates from Supporting Groups
  - Consider further Supporting Groups, e.g. Category 2, Voluntary Sector
OFFICIAL

Appendix 3 - Aide-Memoire for SCG and RCG Chairs

Aide-memoire for Strategic and Recovery Coordinating Group Chairs participating in ministerial meetings

Government may decide to activate its central response arrangements through COBR (Cabinet office briefing Room) where an incident is likely to have significant consequences; or threaten a wide area. In recovery, a Ministerial Recovery Group will coordinate Government's recovery activity. Chairs of Strategic Coordinating Groups or Recovery Coordinating Groups may be invited to participate in these meetings via a teleconference. Chairs are expected to share information on how the local multi-agency response or recovery effort is being managed; reassure ministers that actions are being taken to mitigate impacts (and further risk); and identify where government could help.

Top tips

- **Be confident, clear and concise** – ministers will want assurance you are effectively leading the multi-agency response or recovery and have considered future risk and contingency arrangements. Where possible speak as the lead voice of the multi-agency structure.

- **Know the detail of the situation** - ministers may require some detail you may not be familiar with. Acknowledge what information gaps you have and how you will tackle this.

- **Have experts present** - to support you and provide detail e.g. a STAC Chair, tactical adviser or relevant strategic lead for the type of incident.

- **Tell ministers where experts are being used to support strategic coordination** - confirm whether the military are involved.

- **Prepare written evidence to support your position** - submit any maps, photographs, supporting data or action plans in advance of the meeting if you think it’s necessary.

- **Answer the questions honestly** – if there is a problem, say so. Be ready to provide details of remedial action taken and offer tangible solutions to problems.

- **Represent the whole multi-agency structure**. Be clear where there is effective multi-agency structures in place and where you are working jointly to an agreed strategy / priorities. Highlight where there are process in place to enable joint decision-making, problem-solving and action. Ensure there is input from all necessary responders including category 2 organisations (e.g. energy, water, telecoms, and transport) and the voluntary sector. Highlight where engagement is problematic.

- **Be clear on what support you need from Government** e.g. military support and the outcomes you want to achieve. Is there an international dimension? Are foreign nationals involved?

- **Provide advance warning** to ministers where you are seeking support or assets (through your Government Liaison Officer). Ministers are willing to help but it must be a two-way dialogue.

- **Request a copy of information that has been provided to ministers from your Government Liaison Officer** so you are sighted on what information they may have had access to.
<table>
<thead>
<tr>
<th>S</th>
<th><strong>Strategy</strong> – what is the plan for now/the next few hours/days?</th>
</tr>
</thead>
<tbody>
<tr>
<td>T</td>
<td><strong>Tactical</strong> – have you got all you need in place to achieve your objectives? Has military aid been considered? Any gaps?</td>
</tr>
<tr>
<td>R</td>
<td><strong>Resources</strong> – do you have everything you need now and in near future (people, assets, mutual aid)? Do you need any support from Government?</td>
</tr>
<tr>
<td>A</td>
<td><strong>Anticipate</strong> – what is the extent or length of the emergency? When will you transition to recovery?</td>
</tr>
<tr>
<td>T</td>
<td><strong>Truth</strong> – be honest about any problems and issues and try to suggest solutions to problems. Avoid acronyms. Use plain English.</td>
</tr>
<tr>
<td>E</td>
<td><strong>Experts</strong> – have access to knowledgeable staff/organisations to support you</td>
</tr>
<tr>
<td>G</td>
<td><strong>Geography</strong> – be ready to provide maps and data on area affected</td>
</tr>
<tr>
<td>I</td>
<td><strong>Information</strong> – key facts: situational awareness; community/economic/environmental impacts, numbers (confirmed and estimates). Ensure your reporting is sourced correctly (fatalities and casualties- NHS England) and you are communicating effectively between responders and the public</td>
</tr>
<tr>
<td>C</td>
<td><strong>Costs &amp; communications</strong> – record costs. What are the implications? What needs to be communicated to responders, the public and into Government?</td>
</tr>
</tbody>
</table>
### Frequently asked questions

<p>| <strong>Who will chair or participate in ministerial meetings?</strong> | Meetings could be chaired and attended by a variety of ministers. In a major event the Prime Minister would chair COBR. The Secretary of State from the lead government department responsible for response or recovery would chair e.g. DEFRA SoS for a flooding emergency. Other Cabinet Ministers (or deputies) from across government will be present. Senior officials may be present to provide support or technical advice. Where the PM chairs, a larger number of ministers may be involved. If you flag a problem or seek assistance you need to be very prepared to explain the situation why that request is being made. |
| <strong>Do I phone into ministerial meetings?</strong> | Officials will usually phone you on a telephone landline. You will provide a name and telephone number in advance via your Government Liaison Officer/Recovery Liaison Officer. HITS or BRENT may be utilised in a CT incident. |
| <strong>Do I dial into ministerial meetings on my own?</strong> | You may wish to have advisers in the room with you- although you will be expected to be the main speaker. A military commander or technical expert can provide further confidence on the information being given. If there is a Government Liaison Officer (GLO) /Recovery Liaison Officer (RLO) present, include them. Ensure that you have a pre-meeting to agree a united approach. If there are emerging issues, use the GLO to forward information to ministers in advance. |
| <strong>What should I expect from ministers?</strong> | All ministers have their own style of questioning. Speak to your GLO/RLO who will provide guidance on styles. Ministers will have high expectations. You may not always have access to the required detail early on. Be open and honest with ministers with what information is available and provide an indication of a timescale for providing more detailed replies and a full response. |
| <strong>How much information do ministers want?</strong> | Ministers will have access to a commonly recognised information picture (CRIP), prepared by officials. Ministers will want to establish the essential local facts but be ready to provide supplementary information backed up with written advice should it be required. Ask your GLO/RLO for any CRIP information relating to your situation. |
| <strong>Ministerial expectations are unrealistic – what do I do?</strong> | Provide reassurance that you have a grip of the situation or, if not, then why not. Assure ministers that information will be available and agree a timescale and format for providing it. |
| <strong>How should information be presented?</strong> | Ministers will have some understanding of the situation based on the CRIP sourced from the national sit rep or GLO. COBR or MRG may request further formation in specific formats. Your GLO/RLO can advise on information requests. It is essential that information is provided to officials preparing for COBR or MRG in a timely manner to ensure that ministers are given up to date information on your situation. |</p>
<table>
<thead>
<tr>
<th><strong>How do I communicate with ministers after the meeting?</strong></th>
<th>You should make use of your GLO/RLO to seek any additional advice or submit papers. You may be requested to participate in a multi response or recovery coordinating group— or you may request one to be activated.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Can I ask for help from central government?</strong></td>
<td>Ministers are keen to understand the situation and offer what help they can. Do not be afraid to ask. However, If you are asking for help be very specific on what the “ask” is and the outcome you want to achieve.</td>
</tr>
<tr>
<td><strong>What should I do if there is more than one SCG/RCG Chair dialling into the meeting?</strong></td>
<td>If it is a multi-area approach and more than one SCG/RCG is reporting on the call it is worth you talking to other chairs to identify similar and different issues. This will demonstrate to ministers that you are working together. It will identify any assistance that is required over multiple areas. Be aware that ministers may decide to spend more time on one area than another. Be patient.</td>
</tr>
<tr>
<td><strong>Should I report from sub-groups?</strong></td>
<td>Yes. If this is relevant. For example, if STAC have met and produced supporting scientific evidence then this should be referenced.</td>
</tr>
</tbody>
</table>
| **What issues am I likely to be asked about?** | This will be very much dependent on the nature of the response or recovery situation. Some things you may wish to consider in response:  
  - Has a major incident been declared? If not then why not? Are multi agency strategic structures in place? Is JESIP being followed?  
  - Numbers/source of fatalities/casualties  
  - Social/community tensions/background of victims?  
  - Establishment of casualty bureaux/rest centres  
  - Are hospitals and the health sector working effectively?  
  - What is the worst case scenario? Anything that could emerge which ministers need to know about?  
  - Impact on important local infrastructure or critical national infrastructure.  
  - Economic and environmental impact? Indicative costs?  
  - Are you developing a recovery strategy?  
  - Do you have all the relevant sub groups in place?  
  - Are there any media issues? Have your comms teams communicated with Government?  
  - Are you making full use of information sharing capability (RD) |
| **What other meetings will I be invited to?** | As an SCG Chair you are likely to be invited to a COBR or another ministerial meeting. In recovery, you may be invited to a Ministerial Recovery group or participate in bi-laterals with a smaller group of ministers. In all cases apply the top tips and ensure you are clear on the purpose of the meeting and how the information you are providing is feeding into Government. If you are unsure then speak with your GLO/RLO. |
| **Where can I access situational awareness quickly?** | ResilienceDirect is the government’s secure digital platform to share information and is supported by JESIP. JESIP doctrine also supports the concept of a Multi-Agency Information Cell (MAIC) at an SCG to support situational awareness and decision making. |
Appendix 4 - Tactical Coordinating Group (TCG)

A Tactical Coordinating Group (TCG) is a multi-agency group of tactical commanders and/or tactical coordinators that meet to determine, coordinate and deliver the tactical response to a major incident. The prime focus is to interpret the aim and objectives set by the SCG. Membership of a Tactical Coordinating Group (TCG) will vary according to the scale and nature of an incident. The initial attention of a TCG will primarily be on response, coordinating the activities and assets in the area of operations. The TCG must consider the recovery phase at the earliest opportunity. Agencies will appoint Silver Commanders and/or tactical coordinators to act as tactical leads for their organisations. In addition, some agencies may send representatives to the scene to act as tactical advisers or coordinators on behalf of their organisations.

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

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

A suggested initial agenda is outlined below that can be used by a TCG.
Wiltshire and Swindon Tactical Coordinating Group (TCG)

Initial Agenda

- **Membership**
  - Nominate Chair
  - Health and Safety Brief
  - Introductions / Roles / Responsibilities / Capabilities / Assets / Confirm Contact Details
  - Are Other Organisations required?

- **Current Situation Analysis**
  - Are there urgent items for attention?
  - Consider Risks/Threats – consider SDI (Scale, Duration, Impact) model
  - Are there imminent/potential threats to Critical Infrastructure?
  - Are there imminent/potential threats to Neighbouring Counties?
  - Provide organisational updates
  - Implement command and control structure

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

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

- **Communications**
  - Consider Shared Situational Awareness. Communicate relevant information to SCG for inclusion on Situation Report.
  - Develop communication requirements with SCG / Bronze Cdrs/Operational Leads
  - Implement SCG Communications Strategy
  - Implement SCG Media Management Strategy
  - Identify ‘talking heads’ at tactical level
  - Consider wider warning and informing Issues

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

- **AOB**

- **Confirm Decisions / Actions**

- **Date/Time/Venue/Set Agenda of Next Meeting**

- **Considerations for Future Meetings**
  - Review Actions / Impact
  - Review Situation Report
  - Review Tactical Aim and Objectives
  - Updates from Supporting Groups
  - Recovery Issues
  - Consider further Resource Requirements
STRATEGIC COORDINATING GROUP (SCG) SITUATION REPORT

<table>
<thead>
<tr>
<th>EVENT/INCIDENT</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>DATE &amp; TIME</td>
<td></td>
</tr>
<tr>
<td>SCG CHAIR</td>
<td>(name and contact details)</td>
</tr>
<tr>
<td>SITREP POINT OF CONTACT</td>
<td>(name and contact details for amendments / collation)</td>
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<tr>
<td>SITREP No.</td>
<td></td>
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</tbody>
</table>

SUMMARY OF GUIDANCE FOR COMPLETION OF THE TEMPLATE (REMOVE WHEN COMPLETE)

Annex Two contains detailed guidance notes, but please observe the following key points in completing the SITREP template:

- This SITREP will focus on the strategic dimensions of the emergency and issues arising from that. It will be based on operational reporting, but the strategic issues should not be obscured by operational detail.
- The template is intended for use in civil emergencies and CT incidents alike.
- The RAG status will reflect a judgement of the situation, progress and likely developments – there is no detailed method or metrics to follow, just a defensible judgement of these three dimensions.
- Reporting the assessed quality of information, together with source and time is critical.
- Where images (e.g. maps) and tables (e.g. progress against key indicators) support situational awareness they will usually be appended in annexes.

SITUATION OVERVIEW

A concise and strategic overview of the situation, its impacts and implications. This should be written as paragraph of text or using a few bullet points, and will draw on the operational (METHANE – see annex one) reporting, but emphasise the strategic dimensions and issues.

SUMMARY OF THE RESPONSE

A concise overview of the operational response, drawing attention to any current or foreseen resource or capability issues. This should also summarise the Command, Control and Coordination (C3) arrangements that have been established.

FORWARD LOOK

A summary of possible developments, emerging risks and critical uncertainties that have potential strategic implications for the response and recovery effort.

RESOURCE ISSUES

A summary of current and foreseeable resource and capability issues, highlighting any potential or possible requirements for assistance, for example mutual aid between responders or through MACA.

STRATEGY

<table>
<thead>
<tr>
<th>Working strategy</th>
<th>A course of action integrating ends, ways and means to meet policy objectives.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overarching aim</td>
<td>A short, precise and measurable statement of the overall end state you want to achieve. Influenced by, and consistent with, overarching policy.</td>
</tr>
<tr>
<td>Objectives</td>
<td>A list of steps, phases or tasks that have to be completed in order to achieve the overarching, strategic aim.</td>
</tr>
</tbody>
</table>
## Public comms strategy

A statement of intent and brief description of the course of action to inform and communicate with the public.

### AGENCY SITUATION REPORTS TO INCLUDE SUMMARIES OF:

- Direct and wider impacts
- The operational response
- Significant risks, emerging issues
- Assumptions and critical uncertainties
- Forward look
- Other resilience issues arising
- RAG status explanation
- Point of contact and time/date of last update/check of the information

<table>
<thead>
<tr>
<th>Emergency Services</th>
<th>RAG Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police</td>
<td>R A C</td>
</tr>
<tr>
<td>Fire</td>
<td>R A C</td>
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<tr>
<td>Ambulance</td>
<td>R A C</td>
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<tr>
<td>Maritime &amp; Coastguard Agency</td>
<td>R A C</td>
</tr>
<tr>
<td>Other</td>
<td>R A C</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Local Authority(ies)</th>
<th>RAG Status</th>
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</thead>
<tbody>
<tr>
<td>Local Authority NAME Department NAME</td>
<td>R A C</td>
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<tr>
<td>Local Authority NAME Department NAME</td>
<td>R A C</td>
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<thead>
<tr>
<th>Health</th>
<th>RAG Status</th>
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</thead>
<tbody>
<tr>
<td>NHS England</td>
<td>R A C</td>
</tr>
<tr>
<td>Public Health England</td>
<td>R A C</td>
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<thead>
<tr>
<th>Met Office</th>
<th>RAG Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current situation</td>
<td>R A C</td>
</tr>
<tr>
<td>Forecast</td>
<td>R A C</td>
</tr>
<tr>
<td>Likely impacts and risks arising</td>
<td>R A C</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Environment Agency</th>
<th>RAG Status</th>
<th>Note: For pluvial and groundwater flooding the Lead Local Flood Authority (LLFA) will also be involved and reporting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current situation</td>
<td>R A C</td>
<td></td>
</tr>
<tr>
<td>Forecast</td>
<td>R A C</td>
<td></td>
</tr>
<tr>
<td>Likely impacts and risks arising</td>
<td>R A C</td>
<td></td>
</tr>
</tbody>
</table>
**OFFICIAL**

<table>
<thead>
<tr>
<th>Animal &amp; Plant Health Agency</th>
<th>RAG Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current situation</td>
<td>R A C</td>
</tr>
<tr>
<td>Forecast</td>
<td>R A C</td>
</tr>
<tr>
<td>Likely impacts and risks arising</td>
<td>R A C</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Transport</th>
<th>RAG Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highways England</td>
<td>R A C</td>
</tr>
<tr>
<td>Highways Authority (see LA)</td>
<td>R A C</td>
</tr>
<tr>
<td>Network Rail</td>
<td>R A C</td>
</tr>
<tr>
<td>British Transport Police</td>
<td>R A C</td>
</tr>
<tr>
<td>Train Operating Company</td>
<td>R A C</td>
</tr>
<tr>
<td>Other</td>
<td>R A C</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Utilities</th>
<th>RAG Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity</td>
<td>R A C</td>
</tr>
<tr>
<td>Gas</td>
<td>R A C</td>
</tr>
<tr>
<td>Water</td>
<td>R A C</td>
</tr>
<tr>
<td>Telecoms</td>
<td>R A C</td>
</tr>
<tr>
<td>Other</td>
<td>R A C</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Voluntary Sector</th>
<th>RAG Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisation NAME</td>
<td>R A C</td>
</tr>
<tr>
<td>Organisation NAME</td>
<td>R A C</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Military</th>
<th>RAG Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overview</td>
<td>R A C</td>
</tr>
<tr>
<td>By unit or by capability area</td>
<td>R A C</td>
</tr>
<tr>
<td>Capability areas would for example include logistic support, EOD (explosives), engineering or air support.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Summary of other involved groups</th>
<th>RAG Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>STAC</td>
<td>R A C</td>
</tr>
<tr>
<td>Humanitarian Assistance</td>
<td>R A C</td>
</tr>
<tr>
<td>Recovery Group</td>
<td>R A C</td>
</tr>
<tr>
<td>Other</td>
<td>R A C</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other Responders</th>
<th>RAG Status</th>
<th>Note when other org’s are involved, their input will usually be included in the report of their ‘sponsoring organisation’</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisation NAME</td>
<td>R A C</td>
<td></td>
</tr>
<tr>
<td>Organisation NAME</td>
<td>R A C</td>
<td></td>
</tr>
</tbody>
</table>
**ASSESSMENT OF PUBLIC PERCEPTION OF THE SITUATION, RESPONSE EFFORTS AND PROGRESS**

This should reflect the perception, established from a range of sources including social media, of different public and community groups, including residents, businesses and those who are indirectly as well directly affected by events.

**PUBLIC AND COMMUNITY RESPONSE**

This should cover:

a) **Key messages** being issued, in line with the public communications strategy;

b) Means being employed to **send** key messages to public and community groups;

c) Means being employed to **receive** communications from public and community groups.

**OTHER ISSUES NOT COVERED ELSEWHERE**

**DATE AND TIME OF NEXT SITREP UPDATE**
ANNEX ONE: OPERATIONAL REPORTING TEMPLATE FOLLOWING METHANE

<table>
<thead>
<tr>
<th>SITUATION OVERVIEW</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Using METHANE provide a brief overview of the type of incident based on information gathered from agencies.</strong></td>
</tr>
<tr>
<td><strong>Major Incident Declared?</strong></td>
</tr>
<tr>
<td><strong>Exact Location</strong></td>
</tr>
<tr>
<td><strong>Type of Incident</strong></td>
</tr>
<tr>
<td><strong>Hazards</strong></td>
</tr>
<tr>
<td><strong>Access</strong></td>
</tr>
<tr>
<td><strong>Number and nature of casualties/fatalities</strong></td>
</tr>
<tr>
<td><strong>Emergency Services Involved</strong></td>
</tr>
<tr>
<td><strong>Date and Time of Report</strong></td>
</tr>
<tr>
<td><strong>Point of Contact</strong></td>
</tr>
</tbody>
</table>

ANNEX TWO: GUIDANCE NOTES FOR COMPLETING THE SITREP TEMPLATE

**Purpose, audience and completion of the SITREP**

- The primary audience for the SITREP is the SCG. Additional audiences will include DCLG Emergency Room, COBR, neighbouring or otherwise affected SCGs and other stakeholders as required.
- The SITREP will draw heavily on METHANE and other forms of reports from the tactical and operational levels but these should be summarised to emphasise the strategic issues.
- The SITREP will usually be drafted in advance of an SCG meeting, then completed and disseminated up/down/sideways as required following the meeting, with agreed actions.
- The SCG and its support staff should determine who completes the SITREP. The GLO/GLT will have a role in synthesising strategic information from the completed SITREP for onward transmission to COBR.

**Logic of the template**

- The template is a starting point for situational reporting at the strategic level.
- The template can be adapted if necessary to fit the specifics of a situation.
- Adaptation should not however be done to reflect personal preferences.

**Protocols for updating**

- Material that is new or revised since the previous SITREP should be in red text.
- The date/time/source of material should be prominent and clear.
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RAG status
- The RAG status is an honest and defensible appraisal of three dimensions of the emergency: a) the situation, b) the response to it and c) foreseeable developments.
- Because three dimensions are being combined into a single indicator, and in the absence of a prescribed method of doing so, the RAG status will reflect the collective judgement of the SCG.
- There is no merit in ‘talking up’ or taking an unrealistically optimistic view of where things stand and how they are projected to develop.
- The relevant text entry should adequately explain the RAG status given.
- Indicators of the three levels are defined as follows:

<table>
<thead>
<tr>
<th></th>
<th>SITUATION:</th>
<th>RESPONSE:</th>
<th>FORWARD LOOK:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RED</strong></td>
<td>The incident is having a strategically significant impact; normal community business has been significantly affected.</td>
<td>The response is at or has exceeded the limits of capacity or capability, and further resources are required.</td>
<td>The situation is expected to either get worse or remain at this level for the short to medium term.</td>
</tr>
<tr>
<td><strong>AMBER</strong></td>
<td>The incident is having a moderate impact with issues of strategic concern; normal community business has been affected, but the situation is being effectively managed.</td>
<td>The response is being managed, at this time, within current resources and through the activation of local contingency plans and/or coordinated corrective action; mutual aid might be required in the short to medium term.</td>
<td>The situation is not expected to get any worse in the short to medium term although some disruption will continue.</td>
</tr>
<tr>
<td><strong>GREEN</strong></td>
<td>There is limited or no strategic impact from the incident; normal community business has largely returned or is continuing.</td>
<td>Ongoing response is being managed locally, and within the capacity of pre-planned resources.</td>
<td>The situation is expected to improve with residual disruption being managed.</td>
</tr>
</tbody>
</table>

Reporting provenance and quality
- The source/time and assessed quality of information should be clearly and prominently reported.
- Where critical uncertainties (i.e. factors that are unknown, but which have the potential to strategically alter the situation if they become known) exist they should be clearly identified and associated risks set out.

Defining concepts and terms for common understanding
- Where common understanding of a concept or term is necessary for shared situational awareness it should be clearly explained.
- Common understanding of terms cannot be assumed – terms should be defined.
- Where agreed definitions exist these should normally be adopted and explained (e.g. there is a definition of ‘flood’ in the Water Flood and Water Management Act 2010).
- Acronyms and abbreviations should be minimised, and always explained at their first use in every issue of the SITREP.
Examples of content for each of the template sections, including nature and severity of impacts and other details as required. Note that this is an indicative list, not a comprehensive checklist to report against:

<table>
<thead>
<tr>
<th>Key locations (incl. grid reference and/or postcode)</th>
<th>Relevant timings (e.g. timescale to mobilise assets or shut down a facility)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impact on health and humanitarian assistance</td>
<td>Impact on essential services</td>
</tr>
<tr>
<td>• Casualties / fatalities / missing persons</td>
<td>• Electricity, gas, water, telecoms, fuel</td>
</tr>
<tr>
<td>• Public Health / primary and secondary healthcare / welfare</td>
<td>• Sanitation, waste management, sewage</td>
</tr>
<tr>
<td>• Mortuary capacity and operations</td>
<td>• Burials/cremations</td>
</tr>
<tr>
<td>• Humanitarian assistance - Rest Centre and other facilities occupancy</td>
<td>• Transport: aviation, maritime, rail, road, bus</td>
</tr>
<tr>
<td>• Social care</td>
<td>• Postal services</td>
</tr>
<tr>
<td></td>
<td>• Status of reserves or alternative supplies</td>
</tr>
<tr>
<td>Economic impact</td>
<td>Environmental impact</td>
</tr>
<tr>
<td>• Businesses directly and/or indirectly affected (numbers or range if estimate)</td>
<td>• Water or land contamination, air pollution</td>
</tr>
<tr>
<td>• Supply chain consequences</td>
<td>• Waste management issues which may be associated with the response</td>
</tr>
<tr>
<td>• Impact on workforce</td>
<td>• Impact on agriculture</td>
</tr>
<tr>
<td>• Impact on tourism</td>
<td>• Food availability/supplies</td>
</tr>
<tr>
<td>• Rural economy: farms, food production sector, etc.</td>
<td>• Animal welfare</td>
</tr>
<tr>
<td>Impact on communities</td>
<td>Response and capability issues</td>
</tr>
<tr>
<td>• Private dwellings, public premises / assets</td>
<td>• Specified, implied, essential, and potential tasks</td>
</tr>
<tr>
<td>• Vulnerable people/groups, homecare</td>
<td>• Weather: forecast and associated risks</td>
</tr>
<tr>
<td>• Evacuation</td>
<td>• Current status of resources / capabilities (dispositions and availability)</td>
</tr>
<tr>
<td>• Housing and temporary accommodation</td>
<td>• Mutual aid including military support</td>
</tr>
<tr>
<td>• Community transport</td>
<td>• Key considerations and assumptions</td>
</tr>
<tr>
<td>• Education</td>
<td>• Constraints on the operation (e.g. time, resources, sustainment, demand)</td>
</tr>
<tr>
<td>• Community response; nature and extent</td>
<td>• Contingency planning</td>
</tr>
<tr>
<td>• Engagement by the voluntary sector</td>
<td>• Capacity of local tier to respond / requests for support from national tier / central government</td>
</tr>
<tr>
<td></td>
<td>• Finance, Bellwin Scheme</td>
</tr>
<tr>
<td>Emerging recovery issues</td>
<td>Criminal justice issues</td>
</tr>
<tr>
<td>• Infrastructure and essential services repair and/or reconnection</td>
<td>• Public order/crime</td>
</tr>
<tr>
<td>• Financial assistance (e.g. business rates or council tax relief)</td>
<td>• Prisons and probation</td>
</tr>
<tr>
<td>• Insurance issues</td>
<td>• Courts</td>
</tr>
<tr>
<td>• Any bureaucracy or &quot;red tape&quot; challenges</td>
<td>• Protection of property</td>
</tr>
<tr>
<td>• Future resilience investment</td>
<td>• Community safety / community cohesion Issues</td>
</tr>
<tr>
<td>• Lessons (to be) identified</td>
<td></td>
</tr>
</tbody>
</table>
Appendix 6 - Recovery - Suggested Handover Certificate

[Note: This certificate has been written assuming the Strategic Co-ordinating Group is being chaired by Wiltshire Police and the Recovery Co-ordinating Group is being chaired by xxxx Council]

Upon this Status Certificate being signed by both the Local Authority and the Chair of the Strategic Coordinating Group, the Command and Control for dealing with the aftermath of the ……………………………………………………………………………………………………………………………………
emergency is to be taken over by xxxx Council.

In addition to any requirements laid out in specific contingency plans relevant to this emergency:

1. There is no known further risk to life in relation to this specific emergency.
2. The circumstances dictate it more appropriate for Command and Control to rest with xxxx Council in that the phase is clearly now one of recovery.
3. There are no serious public order or crime prevention issues which impact on the overall strategic co-ordination of the recovery phase.
4. Dorset & Wiltshire Fire and Rescue Service together with the South Western Ambulance Service Foundation Trust are operating at a level which does not necessitate a Strategic Co-ordinating Group to co-ordinate and facilitate their activity.
5. There are no known scenarios which may require the reinstatement of the Strategic Co-ordinating Group in relation to this emergency in the foreseeable future.
6. xxxx Council is satisfied that it has in place the infrastructure and processes to take over co-ordination from the Police.

Signed: ........................................... xxxx Council

Signed: ........................................... Wiltshire Police

Date and Time Signed: ...........................................
## Appendix 7 - Glossary of terms

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>CCC</td>
<td>Civil Contingencies Committee</td>
</tr>
<tr>
<td>CCG</td>
<td>Clinical Commissioning Group</td>
</tr>
<tr>
<td>CCS</td>
<td>Civil Contingencies Secretariat</td>
</tr>
<tr>
<td>COBR</td>
<td>Cabinet Office Briefing Room</td>
</tr>
<tr>
<td>CBRNe</td>
<td>Chemical, Biological, Radiological, Nuclear, Explosive</td>
</tr>
<tr>
<td>DCLG</td>
<td>Department of Communities &amp; Local Government</td>
</tr>
<tr>
<td>Defib</td>
<td>Defibrillator</td>
</tr>
<tr>
<td>DPH</td>
<td>Director of Public Health</td>
</tr>
<tr>
<td>EA</td>
<td>Environment Agency</td>
</tr>
<tr>
<td>ECC</td>
<td>Emergency Communications Centre</td>
</tr>
<tr>
<td>FCC</td>
<td>Force Contact Centre</td>
</tr>
<tr>
<td>FCP</td>
<td>Forward Control Point</td>
</tr>
<tr>
<td>ICS</td>
<td>Incident Command System</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>HAZMAT</td>
<td>Hazardous Materials</td>
</tr>
<tr>
<td>HF</td>
<td>High Frequency</td>
</tr>
<tr>
<td>HM</td>
<td>Her Majesty’s</td>
</tr>
<tr>
<td>HQ</td>
<td>Headquarters</td>
</tr>
<tr>
<td>JESIP</td>
<td>Joint Emergency Services Interoperability Principles</td>
</tr>
<tr>
<td>JRLO</td>
<td>Joint Regional Liaison Officer</td>
</tr>
<tr>
<td>LRF</td>
<td>Local Resilience Forum</td>
</tr>
<tr>
<td>MACA</td>
<td>Military Aid to Civil Authorities</td>
</tr>
<tr>
<td>MERIT</td>
<td>Medical Emergency Response Incident Team</td>
</tr>
<tr>
<td>MTPAS</td>
<td>Mobile Telephone Privileged Access Scheme</td>
</tr>
<tr>
<td>NHS</td>
<td>National Health Service</td>
</tr>
<tr>
<td>PEAT</td>
<td>Pre-Event Assessment Teleconference</td>
</tr>
<tr>
<td>PHE</td>
<td>Public Health England</td>
</tr>
<tr>
<td>RAYNET</td>
<td>Radio Amateur Network</td>
</tr>
<tr>
<td>RED</td>
<td>Resilience Emergencies Division</td>
</tr>
<tr>
<td>RWG</td>
<td>Recovery Working Group</td>
</tr>
<tr>
<td>SAGE</td>
<td>Scientific Advisory Group for Emergencies</td>
</tr>
<tr>
<td>SCC</td>
<td>Strategic Coordinating Centre</td>
</tr>
<tr>
<td>SCG</td>
<td>Strategic Coordinating Group</td>
</tr>
<tr>
<td>SDI</td>
<td>Scale, Duration, Impact</td>
</tr>
<tr>
<td>SIO</td>
<td>Senior Investigating Officer</td>
</tr>
<tr>
<td>STAC</td>
<td>Scientific Technical Advice Cell</td>
</tr>
<tr>
<td>STEEPLE</td>
<td>Social, Technological, Economic, Ethical, Political, Legal, Environmental</td>
</tr>
<tr>
<td>TCG</td>
<td>Tactical Coordinating Group</td>
</tr>
<tr>
<td>UHF</td>
<td>Ultra High Frequency</td>
</tr>
<tr>
<td>VASEC</td>
<td>Voluntary Aid Societies</td>
</tr>
<tr>
<td>VHF</td>
<td>Very High Frequency</td>
</tr>
</tbody>
</table>