LES LP Manual
Version 10.1 (July 2019)

This version of the Major Incident Procedure Manual has been collated based on contributions by the following organisations:

- Metropolitan Police Service (Lead Author)
- British Transport Police
- City of London Police
- Environment Agency
- London Ambulance Service NHS Trust
- London Fire Brigade
- HM Coastguard, London
- Army HQ London District
- London Local Authorities
- London Resilience Group
- Port of London Authority
- Transport for London

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LONDON RESILIENCE GROUP
The London Resilience Group is jointly funded and governed by the Greater London Authority, London Local Authorities and the London Fire Commissioner. We are hosted by the London Fire Brigade. Our work, and that of the London Resilience Partnership, is overseen by the London Resilience Forum.
Introduction
This document provides information about the London Resilience Partnership’s approach to a generic major incident, and additional capabilities needed to respond to specific incidents. It is designed to assist practitioners in the planning, training and exercising stages of preparing for emergencies, and to provide a reference document for use during incidents.

The general response, roles and responsibilities of each emergency response organisation are detailed within the main document. Arrangements for specific incidents are contained in the Annexes.

Where a specific plan or framework exists for a type of incident or response capability that can be used in addition to this document, it is referred to in highlighted text. A full list of London Resilience Partnership capability documents can be found in Annex L.

Pre-identified risks and hazards associated with specific incidents are embedded within the relevant annexes.

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1. Major Incidents

1.1. Definition of a Major Incident

1.1.1. A major incident is an event or situation with a range of serious consequences which requires special arrangements to be implemented by one or more emergency responder agency.

1.2. Explanatory notes

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

1.2.2. 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.

1.2.3. 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.

1.2.4. 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.

1.2.5. 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 Local Resilience Forums and 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.

1.3. Declaration of a Major Incident

1.3.1. Declaring a ‘major incident’ triggers a response from each emergency service and other responder agencies. It takes time for operational structures, resources and protocols to be put in place. Declaring that a major incident is in progress as soon as possible means these arrangements can be put in place as quickly as possible.

1.3.2. A major incident may be declared by one or more emergency responder agency if any of the major incident criteria is satisfied. A major incident declaration will normally be declared by one of the emergency services. In certain circumstances, for example flooding, a local authority or other responder agency may declare a major incident.

1.3.3. It is important that all individuals who could be first on scene for their respective responder agency are able to declare a major incident, and that they understand the implications of declaring one.

1.3.4. A major incident declared by one emergency responder agency may not be so for another, however, each agency will attend with an appropriate response and notify relevant support organisations. This is so even if they are to be employed in a standby capacity and not directly involved in the incident.

1.3.5. In order to activate London’s strategic coordination arrangements, the London Resilience Group (LRG) must be notified of all formally declared major incidents in line with London’s Strategic Coordination Protocol – Annex L.
1.4. Stages of a Major Incident

1.4.1. Most major incidents can be considered to have four stages:
- Initial response;
- Consolidation phase;
- Recovery phase; and
- Restoration of normality.

1.4.2. An investigation into the cause of the incident, together with the attendant hearings, may be overlaid on one or more stages.

1.5. Initial Response Phase

1.5.1. **Initial Response:** Will see a scalable response from all or any of the emergency responder agencies dependent on the incident and the response initially required (see ‘Main functions of primary responders’ (page 9))

1.5.2. **Activation:** Any member of an emergency responder agency can declare a major incident. In practice, a joint decision is often made between the initial attending emergency services.

1.5.3. **Response:** All or any of the emergency services and other responder agencies will respond depending on the needs of the incident. This may for example include the local authority, transport operators, utility companies, and the London Resilience Group.

1.5.4. **Communication:** Responder agency control rooms or 24/7 points of contact, and the London Resilience Group Duty Manager.

1.5.5. **Safety:** See page 12 for information about safety at the incident scene.

1.6. Consolidation Phase

1.6.1. The consolidation phase will normally involve all of the emergency services in attendance as they progress the initial response phase. Other responder agencies may also be invited to the operational or tactical coordination meetings to advise or respond based on their
specific expertise and response capabilities (e.g. local authority structural engineers in the event of damaged buildings).

1.6.2. **Activation:** Transition from initial response phase with activation of additional agencies as required.

1.6.3. **Response:** Any or all emergency responder agencies as required by the needs of the incident.

1.6.4. **Communication:** Additional communications with the control room or relevant incident coordination functions of all relevant emergency responder agencies.

### 1.7. Recovery Phase

1.7.1. Recovery is an integral part of the emergency management process. It is defined in HM Government ‘Emergency Response and Recovery’ guidance as: ‘The process of rebuilding, restoring and rehabilitating the community following an emergency’.

1.7.2. The recovery process usually begins during the response phase, which can be defined as the actions taken to deal with the immediate effects of an emergency.

1.7.3. As the incident progresses towards the recovery phase, the emergency services will need to undertake a formal handover to the local authority in order to facilitate the local authority’s lead role in the recovery process.

1.7.4. **Activation:** Transition of lead responder agency, normally from the police service to the local authority.

1.7.5. **Response:** During the recovery phase, the Recovery Coordination Group (RCG) which is a sub-group of the Strategic Coordination Group (SCG) during the response phase, will take over responsibility for leading multi-agency coordination. See London Recovery Coordination Protocol for further information.

1.7.6. **Communication:** A formal handover between the lead emergency service for the response phase and the local authority. Continued communications between all relevant responder agencies.

### 1.8. Restoration Phase

1.8.1. **Activation:** A continuation of the initial recovery phase into longer-term restoration activity. The Recovery Coordination Group will normally continue to meet, although less frequently, until conclusion of the restoration phase.

1.8.2. **Response:** As per recovery phase - Recovery Coordination Group led by the local authority.

1.8.3. **Communication:** Continued communications between all relevant responder agencies.
2. Emergency responder agencies

2.1.1. Emergency responder agencies include all category one and two responders as defined in the Civil Contingencies Act (2004) and associated guidance.

2.2. Category 1 & 2 Responders

2.2.1. The Civil Contingencies Act divides local responders into two categories depending on the extent of their involvement in civil protection work, and places a proportionate set of duties on each.

2.2.2. Category 1 responders are those organisations at the core of emergency response. Category 1 responders are subject to the full set of civil protection duties under the Act. Category 2 responders are ‘co-operating bodies’ who while less likely to be involved in the heart of planning work, will be heavily involved in incidents that affect their sector.

2.3. Category 1 Responders

- British Transport Police - BTP
- City of London Police - CoLP
- Environment Agency - EA
- Greater London Authority - GLA
- Hospital Trusts with accident and emergency functions
- Public Health England - PHE
- London Ambulance Service - LAS
- London Fire Brigade - LFB
- Local Authorities - LA
- London Port Health Authority - LPHA
- Maritime and Coastguard Agency - MCA (HM Coastguard)
- Metropolitan Police Service - MPS
- NHS England (London)
- Public Health England - PHE

2.4. Category 2 Responders

2.4.1. Utilities

- Electricity distributors and transmitters
- Gas distributors
- Telephone service providers (fixed and mobile)
- Water and sewerage undertakers

2.4.2. Transport

- Airport operators
- Harbour authorities
- Highways England
- London Underground Ltd
• Network Rail
• Train operating companies (passenger and freight)
• Transport for London - TfL

2.5. **Other organisations**

- Health and Safety Executive - HSE
- Clinical Commissioning Groups – CCG
- In addition to Category 1 and 2 responders, voluntary organisations often provide a significant role in the response to a major incident. See Annex K for further information.
- The military may also provide assistance to the civil authorities in responding to a major incident.

2.6. **Main functions of primary responders**

2.6.1. **Fire & Rescue Service**

The primary areas of London Fire Brigade responsibility at a major incident are:

- The saving of life through search and rescue;
- Firefighting and fire prevention;
- Rendering humanitarian services;
- Detection, identification, monitoring and management of hazardous materials and protecting the environment;
- Provision of qualified scientific advice in relation to HAZMAT (hazardous materials) incidents via their scientific advisors;
- Salvage and damage control;
- Safety management within the inner cordon; and
- To maintain emergency service cover throughout the LFB area and return to a state of normality at the earliest time.

2.6.2. **Police Services**

The primary areas of police service responsibility at a major incident are:

- The saving of life together with the other emergency services;
- The co-ordination of the emergency services, local authorities and other organisations responding to an incident;
- To secure, protect and preserve the scene and control sightseers and traffic through the use of cordons;
- The investigation of the incident and obtaining and securing evidence in conjunction with other investigative bodies where applicable;
- The collection and distribution of casualty information;
- The identification of the dead on behalf of Her Majesty’s (HM) Coroner;
- The prevention of crime;
- Family liaison; and
- Short-term measures to restore normality after all necessary actions have been taken.
2.6.3. Ambulance Service

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

- To save life together with the other emergency services;
- To provide treatment, stabilisation and care of casualties at the scene;
- To provide appropriate transport, medical staff, equipment and resources;
- To establish an effective triage sieve and sort system, prioritising the needs and evacuation requirements of the injured and establish a safe location for casualty clearing;
- To provide a focal point at the incident for all National Health Service (NHS) and other medical resources;
- To nominate and alert receiving hospitals for the injured and inform other agencies;
- To arrange the most appropriate means of transporting the injured to hospitals;
- To maintain emergency cover throughout the LAS area and return to a state of normality at the earliest time; and
- To act as a portal into the wider health services including Public Health England (PHE).

2.6.4. HM Coastguard

HM Coastguard is responsible for Initiation and Co-ordination of Civil Maritime Search & Rescue within the UK Search & Rescue region. This includes mobilisation, organisation and tasking of adequate resources to respond to persons either in distress at sea or to persons at risk of injury or death on the cliffs or shoreline of the UK. This is a statutory duty under the Coastguard Act 1925.

HM Coastguard’s area of responsibility includes the River Thames and during a major incident involving the River Thames, HM Coastguard is the lead agency for Civil Maritime Search & Rescue. HM Coastguard will work with other agencies and organisations using best endeavours to deliver operations.

The primary areas of responsibility are to:

- Save life
- Initiate and co-ordinate assets
- Identify appropriate Casualty Landing Points

2.6.5. Local Authorities

Local Authorities can be contacted 24/7 to provide support to major incidents based on their day-to-day responsibilities and operations, such as:

- Social care and psychosocial support
- Professional physical resources
- Provision of reception centres
- Rehousing and accommodation needs
- Welfare and financial needs
- Technical and engineering advice (e.g. structural engineering and building control)
- Highways and transport services
- Public health and environmental services
2.7. Scene Management – Standard response to a declared major incident

2.7.1. Scene schematic

This diagram uses the Civil Protection Common Map Symbology (Cabinet Office, 2012).

2.7.2. Responders, command posts and other response locations should be upwind of any incident. However this is dependent on the type of incident. Joint Emergency Services Interoperability Principles should be followed including co-location of incident commanders as soon as practicably possible at a single, safe and easily identified location near to the scene.

2.8. Rendezvous Point (RVP)

2.8.1. Lead Agency: Police. Call-sign Bronze RVP

2.8.2. All responders must report to the RVP once established and have their details recorded and their time of arrival noted, this is important during the initial steps when not all functions may have been established.
2.9. Safety of approach / RVP

Changing the location of the RVP may be necessary, for example if there is a change of wind direction. Should this be required the Police will notify each responding emergency service of the new location through their respective control rooms. The police will establish the new location and either sign the previous location as closed or remain in situ to redirect units until it is confirmed all responding units are aware of the change.

Responding vehicles unless directed otherwise must consider that the London Ambulance Service will need continued access for ambulances returning from patient transfer. The London Fire Brigade will also need continued access until the scene is handed over. Police may need transport of resources to and from the incident but this may not be a continuous requirement. Other agencies will use vehicles to get to and from the incident. The free flow of authorised vehicles into the scene must be maintained and unhindered by parked vehicles of responders.

2.10. Cordons and Access Control Points

Cordons are established around an incident scene for the following reasons:

- To guard the scene
- To protect the public
- To control sightseers
- To prevent unauthorised interference with the investigation
- To facilitate the operations of the emergency services and other agencies

Cordons are used to protect responders, people affected by the incident and local users of the area. Access is gained through Access Control Points (ACP) staffed by Police.

2.11. Inner cordon - denoted by red and white cordon tape marked ‘Police/Fire Do Not Cross’.

Safety Lead Agency: London Fire Brigade

The inner cordon is established to secure the immediate scene and provide a measure of protection for personnel working within the area.

It is accessed through the Scene Access Control Point (SACP) where details of those entering and leaving are recorded by police (for evidential purposes as this is initially a crime scene) and the fire service. The fire service is responsible for the safety management of all emergency service personnel and non-emergency service agencies who require access within the inner cordon. This function will end when the fire service no longer has a prime role at the incident, at which time responsibility will be handed over to the police. To monitor the safety of personnel inside the cordon, a level of control is required over all personnel within it. Fire Bronze will be responsible for designating sufficient officers as Inner Cordon Controllers (ICC) and Inner Cordon Recorders (ICR) to achieve this. The inner cordon contains the main casualty retrieval area and major scene investigative access is heavily restricted to minimise risks to safety and evidential contamination.

2.12. Safety Emergency Evacuation

An emergency evacuation will normally be implemented by the Fire Brigade’s Incident Commander, Operations Commander, Sector Commander or Safety Officer, in circumstances where unsafe conditions are detected which necessitate an emergency evacuation and it is not practicable to pass the information via the command structure. Any firefighting personnel may initiate the procedure but the incident commander (IC) must be informed as soon as possible. The evacuation signal will be initiated by Fire Brigade personnel using repeated short, sharp blasts on a whistle followed by declaration of a safe withdrawal point. Note: A whistle may not be the only means of evacuation signal e.g. For Urban Search and Rescue (USaR) a horn is used.
2.12.1. If the London Fire Brigade are not in attendance an evacuation signal should be agreed locally by the lead agency, confirmed and understood with all partners before entering the inner cordon until LFB arrive and are able to take over.

2.12.2. Once hazards are identified and the risks investigated a safe withdrawal will be confirmed. If LFB are not in attendance then the incident commander will be responsible for nominating this until LFB are in attendance.

2.12.3. JESIP Principles-Joint understanding of risk covers this as well as inclusion within a METHANE message.

2.13. Outer cordon – denoted by blue and white cordon tape marked ‘Police Do Not Cross’

2.13.1. Lead Agency: Police

2.13.2. The outer cordon is established around the vicinity of an incident, and encompassing the inner cordon, to control access to a wider area around the scene, to allow the emergency services and other agencies to work unhindered and in privacy.

2.13.3. Passage through the outer cordon is through the Access Control Point (ACP) where authorisation will be checked and where responders will be directed to either the RVP, Scene Access Control Point (SACP), or direct to the Forward Command Point (FCP).

2.13.4. The area between the inner and outer cordons is a safe area where emergency responders and their partners can work and brief unimpeded by the public or media. Should this area need to be expanded the traffic cordon can be subsumed into it.

2.14. Traffic Cordon – denoted by blue and white cordon tape

2.14.1. Lead Agency: Police

2.14.2. Access/Ingress and Exit/Egress routes through the cordon (IN/OUT) in off road areas denoted by white tape.

2.14.3. The traffic cordon is a supplementary cordon around the outer cordon to control internal traffic access for emergency and other vehicles

2.14.4. The traffic cordon could (if a lengthy incident) be controlled by traffic management measures and equipment managed by Transport for London and in some cases the Local Authority. This may be supplemented where necessary by police or their traffic management partners. This area may include restrictions on local traffic in order to free up areas for additional responders parking as the incident progresses. It should where possible allow pedestrian access to homes, work and services.

2.15. Forward Command Post (FCP)

2.15.1. Lead Agency: Police

2.15.2. Siting Safety: LFB advice should always be sought for the siting of the FCP for incidents involving fire, chemical or hazardous materials, as the location is likely to be influenced by wind direction, strength and gradients. The LFB Command Support System (CSS) may be used to provide a suitable site.

2.15.3. The operational commanders for each emergency service will set up their service command posts and liaison officers (National Inter-Agency Liaison Officer (NILO) for LFB and LAS, Local Authority Liaison Officer (LALO) for the local authority) will be requested to attend the scene by the emergency services.

2.15.4. A suitable venue will be designated as the venue for operational commanders meetings.

2.15.5. For additional functions that can be sited in this area see the relevant annex for the type of incident.
2.16. Marshalling Area

2.16.1. Lead Agency: Police

2.16.2. The marshalling area is a location to which resources and personnel not immediately required at the scene or being held for further use can be directed to stand by.

2.17. Multi-Agency Marshalling Area (MAMA)

2.17.1. Lead Agency: Police

2.17.2. Usually sited in the outer cordon depending on the space available. It is a holding area for additional resources, primarily emergency services and their support services, prior to deployment to the scene or a particular function. In addition this area can be used as a rest area and briefing point for responders. Therefore it must be suitable for accommodating large numbers of vehicles and support staff to fulfil administration and coordination.

2.18. Community response and assistance

2.18.1. The first people to respond to a major incident are likely to be members of the public who are involved in, or close to the incident. As emergency responders arrive, there will be interaction between, and a natural handover from the public to professional responders. If time and resources allow, this provides a valuable opportunity to gather important information. It will also be necessary for the emergency services to give direction to the public (e.g. if required to leave the scene due to safety concerns).

2.18.2. As the incident is declared and emergency responders arrive they will need to assess the scope and scale of the incident to establish quickly and accurately the numbers and locations of those unaccounted for and/or in need of rescue or medical assistance. Interaction with the public at the scene will help emergency responders to assess the areas that need immediate help and identify immediate risks or safety concerns.

2.18.3. Where it is safe to do so and resources allow, the emergency services should seek information from representatives of local businesses, premises and others in the immediate vicinity at the time of the incident. Members of the public may be directed to a safe place where their information can be recorded and responders can seek information about persons in need of assistance, hazards and related information to inform decisions about the response and safety management.

2.19. Business premises

2.19.1. Fire marshals or similarly suitable/appointed representatives of affected premises should be sought to provide information such as building plans, known refuge areas, the location of persons requiring assistance, as well as any hazardous materials held at the location or exposed due to the incident.

2.19.2. Where the business involves care for the vulnerable e.g. residential care homes, a responsible representative should make themselves available to the Fire & Rescue Service as soon as possible with any information on residents’ ability to be moved and whether any evacuation has or is in the process of being made.

2.19.3. Businesses should be aware of their own person centred risk assessments and individual evacuation strategies e.g. Personal Emergency Evacuation Plan (PEEP). Residents should be able to confirm if their premises is clear of all people or if they are unable to confirm this.
3. Principles for joint working

3.1. Initial response and reporting

3.1.1. The first officer to arrive on scene must send a M/ETHANE message to their control room as soon as possible so that situational awareness can be established quickly. The M/ETHANE format must be used when giving an initial report, in any subsequent updates and in the declaration of a Major Incident and/or Significant Incident.

3.1.2. Each responder agency should send a M/ETHANE message to their control room as soon as possible. The information received through multiple M/ETHANE messages will gradually build to support shared situational awareness in those responding to the incident and between control rooms.

3.1.3. The mnemonic **METHANE** should be used as a structure to pass information to control rooms and when sharing information between emergency responders.

<table>
<thead>
<tr>
<th>M</th>
<th>MAJOR INCIDENT</th>
<th>Has a major incident or standby been declared? (yes / No - if no, then complete ETHANE message)</th>
<th>Include the date and time of any declaration.</th>
</tr>
</thead>
<tbody>
<tr>
<td>E</td>
<td>EXACT LOCATION</td>
<td>What is the exact location or geographical area of the incident?</td>
<td>Be as precise as possible, using a system that will be understood by all responders.</td>
</tr>
<tr>
<td>T</td>
<td>TYPE OF INCIDENT</td>
<td>What kind of incident is it?</td>
<td>For example, flooding, fire, utility failure or disease outbreak.</td>
</tr>
<tr>
<td>H</td>
<td>HAZARDS</td>
<td>What hazards or potential hazards can be identified?</td>
<td>Consider the likelihood of a hazard and the potential severity of any impact.</td>
</tr>
<tr>
<td>A</td>
<td>ACCESS</td>
<td>What are the best routes for access and egress?</td>
<td>Include information on inaccessible routes and rendezvous points (RVPs). Remember that services need to be able to leave the scene as well as access it.</td>
</tr>
<tr>
<td>N</td>
<td>NUMBER OF CASUALTIES</td>
<td>How many casualties are there, and what condition are they in?</td>
<td>Use an agreed classification system such as ‘P1’, ‘P2’, ‘P3’ and ‘dead’. See Annex A.</td>
</tr>
<tr>
<td>E</td>
<td>EMERGENCY SERVICES</td>
<td>Which, and how many, emergency responder assets and personnel are required or are already on-scene?</td>
<td>Consider whether the assets of wider emergency responders, such as local authorities or the voluntary sector, may be required.</td>
</tr>
</tbody>
</table>
3.2. **Key principles for effective joint / multi-agency working**

<table>
<thead>
<tr>
<th><strong>Co-locate</strong></th>
<th>Co-locate with commanders as soon as practically possible at a single, safe and easily identified location near to the scene.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Communicate</strong></td>
<td>Communicate clearly using plain English. Share information with partners promptly. Establish and monitor a Joint Emergency Service Airwave channel (through Met Control Room).</td>
</tr>
<tr>
<td><strong>Co-ordinate</strong></td>
<td>Co-ordinate by agreeing the lead service. Identify priorities, resources and capabilities for an effective response, including the timing of further meetings.</td>
</tr>
<tr>
<td><strong>Jointly understand risk</strong></td>
<td>Jointly understand risk by sharing information about the likelihood and potential impact of threats and hazards to agree potential control measures.</td>
</tr>
<tr>
<td><strong>Shared situational awareness</strong></td>
<td>Initial Shared Situational Awareness established by using METHANE. It is achieved by sharing information and understanding to build a stronger multi-dimensional awareness of events, implications, risks and outcomes.</td>
</tr>
</tbody>
</table>
3.3. Joint Decision Model (JDM)

3.3.1. The Joint Decision Model provides a common framework for decision making at incidents. It establishes a common language to ensure that decisions are reached in a structured way and in a manner understood by all, i.e. What do we know? What do we need to do and the associated risks? What are the enabling or constraining powers, policies or procedures? What options are appropriate? Take action and check it is working?

3.4. Gather and share information and intelligence

3.4.1. Representatives from all blue light services at a scene should meet face to face at the earliest opportunity to share information and understanding. The purpose is to achieve shared situational awareness.

3.5. Assess risks and develop a working strategy

- Assess risks.
- Known **HAZARDS** should be shared immediately. Each service should then undertake their own dynamic risk assessment to share with other agencies:
- Known Hazards - share promptly through **METHANE**.
- Each service undertakes a dynamic assessment to identify:
- Tasks/objectives to be achieved - the hazards presented by them and the likelihood of harm from them and, if appropriate, will apply control measures; these need to be shared
promptly to ensure they are jointly understood to minimize the risk of any unintended consequences to other services. Commanders should work together to agree a working strategy which is an integrated multi-agency operational response plan to address the immediate situation.

3.6. Consider powers, policies and procedures

3.6.1. Powers, policies and procedures relate to those things which may enable or constrain the action taken at an incident. Any such constraints for any particular Service should be shared with other services attending to ensure their activities are not compromised.

3.7. Identify options and contingencies

3.7.1. There will almost always be more than one option to achieve the desired end state. Potential courses of action should be evaluated with respect to:

- Suitability – does it fit with the strategic direction?
- Feasibility – are sufficient resources available?
- Acceptability – is it legal, morally defensible and justifiable?

3.8. Take action and review what happened

3.8.1. The steps of the Joint Decision Model lead to the building of shared situational awareness, setting the direction, evaluating options and making decisions all lead to taking actions that are judged to be the most effective and efficient in resolving an emergency. It is essential that actions are monitored and the information fed back to commanders who should use the Joint Decision Model to enable revisions to the risk assessment and plan as the cycle repeats.

3.9. Command and control

3.9.1. Officers undertaking command roles should be the most suitable person with the requisite knowledge, experience and training to fulfil the role, rather than holding a particular rank.

3.9.2. It is imperative that from the outset commanders at every level liaise with each other to share information to attain joint situational awareness. Where appropriate, tabards should be worn to assist role identification.

3.9.3. Initial control – In the initial stage of an incident response, members of one service may spontaneously carry out tasks normally the responsibility of another. As soon as sufficient staff arrives, each service will be expected to undertake the command and control of functions for which it is normally responsible.
4. Levels of Command

- **Strategic Commander** (Gold) sets the strategy
- **Tactical Commander** (Silver) develops plan to deliver the strategy
- **Operational Commander** (Bronze) implements the plan

4.1. Strategic Command

4.1.1. A strategic commander for each organisation will formulate the strategy for their organisation in the incident, together with any constraints or other parameters appropriate. They are responsible for the overall command of their resources but delegate tactical decision making to the tactical commander. The strategy and rationale should be recorded and continually monitored to ensure operational effectiveness.

- **Scale** - How big? - Geography, how far might this incident extend?
- **Impact** - Who, what or where might be impacted? It is often easy to identify the immediate consequences, but tracing the wider impacts might be challenging.
- **Duration** - How long might this last, in terms of current and future impacts?

4.2. Tactical Command

4.2.1. A tactical commander for each organisation will develop a tactical plan to achieve the strategy set by the strategic commander. Tactical commanders should make every effort to achieve the closest coordination with counterparts in other services by meeting face-to-face regularly and sharing information at the earliest opportunity - Tactical coordination group meeting (Silver meetings)

4.2.2. Tactical commanders should be located where they can most effectively undertake their responsibilities and should remain detached from the immediate response activities. There will be occasions when tactical coordination is best achieved remotely from the scene, such as in multiple simultaneous incidents or where a command structure is already in place for a pre-planned event / operation e.g. a major incident during a sporting event. Where tactical commanders are not co-located then each service should ensure suitable representation at each coordination meeting.

4.3. Operational Command

4.3.1. Operational commanders control and deploy the resources of their respective service within a geographical or functional area, to implement the tactics formulated by their tactical commander.

4.3.2. They should make every effort to achieve the closest coordination with counterparts in other services by meeting face-to-face regularly and sharing information at the earliest opportunity.

4.4. Health and Safety

4.4.1. Responsibility for health and safety rests with each organisation. The London Fire Brigade will provide professional advice on matters of safety at incidents involving fire or rescue. Consideration should be given to utilising expertise that may be available from industries directly involved in the incident. The Health and Safety Executive is also able to advise on safety matters.
5. Coordination Groups

5.1. Strategic Coordination Group

5.1.1. For more significant incidents a Strategic Coordination Group (SCG) may be formed. Initially the group is likely to comprise emergency service, local authority and London Resilience Group strategic representatives, and other agencies as required.

5.1.2. The role of the SCG is to coordinate the response at the strategic level; setting strategy, determining priorities and making decisions to ensure:

- Shared situational awareness
- A sufficiency of support and resources to the incident
- The wider implications and impacts of the incident are considered
- Statutory obligations are fulfilled (e.g. to ‘warn and inform’ the public)
- Suitable liaison with Central Government and other bodies

5.1.3. The group will normally meet remote from the scene with suitable communications and meeting facilities, but may also meet by teleconference.

5.1.4. If the circumstances require a prolonged and significant input from all agencies, it may be appropriate to convene full strategic representation from the London Resilience Partnership at a Strategic Coordination Centre (see Strategic Coordination Protocol for further information).

5.2. Inter-Agency resources

5.2.1. Any service may request the temporary assistance of personnel and equipment of another. In these circumstances, while the supporting service will relinquish the immediate 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.

5.2.2. Visits made by VIPs to the scene and to injured survivors may place additional strain on the operation in terms of security, public order, increased media attention and interruption to normal rescue functions. The police strategic commander will be responsible for planning and liaison relating to these visits.

5.3. Liaison officers

5.3.1. Each agency will on request provide their inter-agency liaison officers who can provide advice at the incident scene or to tactical / strategic commanders.

5.3.2. Both the LFB and LAS have a cadre of National Inter-Agency Liaison Officers (NILOs). The LFB NILO, is a trained and qualified officer who can advise and support Incident Commanders (ICs), Police, medical, military and other government agencies on the Fire and Rescue Service (FRS) operational capacity and capability to reduce risk and safety resolve incidents at which a FRS attendance may be required attend. The LAS have a similar capability, with their Emergency Planning Managers (EPMs) and CBRN Tactical Support Officers (TSOs) who can provide advice and support regarding emergency planning and other ambulance service or NHS requirements.
5.4. Scientific and Technical Advice Cell (STAC)

5.4.1. The STAC is a sub-group of the Strategic Coordination Group, activated where required to meet the needs of the incident. STAC arrangements are led by and activated via Public Health England.

5.4.2. The role of the STAC is to ensure timely coordinated scientific, technical, environmental and public health advice to the SCG during the response to an emergency to inform decision making on different courses of action e.g. on issues such as the impact on the health of the responding organisations, the affected population, and environmental protection.

5.5. Tactical Coordination Group

5.5.1. Tactical commanders are responsible for formulating the tactics to be adopted by their service to achieve the strategy set by their strategic commander. They should make every effort to achieve the closest coordination with counterparts in other services by meeting face-to-face regularly and sharing information at the earliest opportunity.

5.5.2. Tactical commanders should be located where they can most effectively undertake their responsibilities, and should remain detached from the immediate response activities. There will be occasions when tactical coordination is best achieved remotely from the scene, such as in multiple simultaneous incidents or where a command structure is already in place for a pre-planned event / operation e.g. a major incident during a sporting event.

5.5.3. Representatives

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Representatives</th>
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<tbody>
<tr>
<td>Police (chair)</td>
<td>Police Tactical Commander</td>
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<tr>
<td></td>
<td>Senior Identification Manager / Senior Investigating Officer</td>
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<td></td>
<td>Minute Taker</td>
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<td></td>
<td>Safety Advisor</td>
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<td></td>
<td>Press Advisor</td>
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<tr>
<td>Fire</td>
<td>Fire Tactical Commander</td>
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<td></td>
<td>National Inter-Agency Liaison Officer (NILO)</td>
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<tr>
<td></td>
<td>Scientific Advisory (as needed)</td>
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<tr>
<td></td>
<td>Press Advisor</td>
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<tr>
<td>Ambulance</td>
<td>Ambulance Tactical Commander</td>
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<td>Medical Incident Officer (MIO)</td>
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<td>Press Advisor</td>
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<td></td>
<td>Emergency Planning Officer or CBRN Tactical Support Officer</td>
</tr>
<tr>
<td>Local Authorities</td>
<td>Local Authority Liaison Officer (LALO)</td>
</tr>
<tr>
<td></td>
<td>Technical officers as requested</td>
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<tr>
<td>Transport for London</td>
<td>TfL On Site Silver Manager</td>
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<td></td>
<td>Technical Officers as requested</td>
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<tr>
<td>Other</td>
<td>It may be beneficial for specialist advisors to attend Tactical Coordination</td>
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<td>Group meetings dependent on the nature of the incident and industry affected.</td>
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<td>Individuals are available from industry who may be able to make important</td>
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<td>contributions to aid a coordinated and effective response to the incident and</td>
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<td>to the tactical decision-making process.</td>
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</table>
Location of meetings

5.5.4. The Tactical Coordination Group (TCG) meeting should initially meet close to the scene. As operations progress, it may be moved to premises which are better served, although further from the scene.

Frequency of meetings

5.5.5. The police tactical commander will convene a TCG meeting at the earliest opportunity. Subsequent meetings should be scheduled. Additional meetings may be called by the police incident officer at the request of another member of the group.

Recording meetings

5.5.6. Minutes of the TCG meetings should be recorded by police with key decisions explained.

5.6. Operational (On Scene) Coordination

5.6.1. Operational commanders control and deploy the resources of their respective service within a geographical or functional area, to implement the tactics formulated by their tactical commander. They should make every effort to achieve the closest coordination with counterparts in other services by meeting face-to-face regularly and sharing information at the earliest opportunity.

5.6.2. As the incident progresses and more resources attend the scene, the level of supervision may increase proportionally.

5.6.3. Senior officers arriving at their respective command/control vehicles are to establish contact with their incident commanders and should also make contact with the police tactical commander in order to notify any transfer of command.

5.6.4. It is important that operational commanders are easily identifiable and they should wear appropriate tabards for their role.

5.6.5. Representatives

<table>
<thead>
<tr>
<th>Organisation</th>
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</tr>
</thead>
</table>
| Police (chair)                | Police Operational Commander  
                                | Minute Taker  
                                | Safety Advisor  |
| Fire                          | Fire Operational/ Tactical Commander  
                                | National Inter-Agency Liaison Officer (NILO)  
                                | Scientific Advisory (as needed)  |
| Ambulance                     | Ambulance Operational Commander  
                                | Medical Incident Officer (MIO)  
                                | Emergency Planning Officer or CBRN Tactical Support Officer  |
| Local Authorities             | Local Authority Liaison Officer (LALO)  
                                | Technical Officers as requested  |
| Transport for London          | TfL Operational Manager  
                                | Technical Officers as requested  |
| Other                         | It may be beneficial for specialist advisors to attend operational on scene coordination meetings dependent on the nature of the incident and industry affected. Individuals are available from industry who may be able to make important contributions to aid a coordinated and effective response to the incident and to the tactical decision-making process.  |
Location of meetings

5.6.6. The operational / on scene coordination meeting should initially meet close to the scene; it may be moved to premises which are better served, although further from the scene, as operations progress.

Frequency of meetings

5.6.7. The police operational commander will convene an on-scene operational coordination meeting at the earliest opportunity. Subsequent meetings should be scheduled. Additional meetings may be called by the police operational officer at the request of another member of the group.

Recording meetings

5.6.8. Minutes of the operational coordination meetings should be recorded by police with key decisions explained.

6. Organisational control rooms

6.1. Police

6.1.1. Initial command and control will be via individual emergency service control rooms, monitored by the respective control room processes. In the event of an escalation of the incident requiring a more coordinated approach, the MPS Special Operations Room is available to be activated to oversee the Police’s continued response and if escalated to major/significant incidents status the Strategic Coordination Protocol can be invoked to oversee the multi-agency response.

Special Operations Room (SOR)

6.1.2. The Special Operations Room (SOR) at Lambeth provides command and control for major incidents, terrorist incidents, disorder and demonstrations. The room has consoles for use by LAS, LFB, BTP, CoLP liaison officers through which they have access to all the radio and CAD communications. Additional consoles are available for other agencies (e.g. local authorities, military).

6.1.3. The National Police Air Service helicopter can provide live and recorded video of an incident anywhere in London which may be downloaded if required.

6.2. Fire

6.2.1. LFB Control, at the London Operations Centre (LOC), is responsible for the taking and management of emergency calls from the public and partner agencies. The control team have a number of specialist resources, both locally and nationally, at their disposal which can be mobilised to incidents as part of a Pre-Determined Attendance or at the request of Incident Commanders in order to bring an incident to a safe conclusion.

6.2.2. LFB control holds the responsibility for notifying and mobilising all LFB assets and senior officers to incidents, it is a vital communications hub, requesting the services of other Category 1 and 2 responders when appropriate.

6.2.3. London Fire Brigade control room Supervisors will monitor various radio channels 24/7 alongside colleagues from the LAS and MPS to be able to share real time information in the event a Major Incident is declared or significant incident is taking place. London Operations Centre will also mobilise and host the officer cadre and support staff when the Brigade Co-ordination Centre (BCC) is set up for all major/significant incidents that will remotely support an incident but also ensure business as usual response across the LFB.
6.3. Ambulance

6.3.1. Control Services are an integral part of any major incident management system. The initial call will be received by Control Services which will dispatch appropriate LAS resources. The early identification of significant incidents or potential major incidents is of paramount importance.

6.4. Ambulance Specialist Operations Centre (SOC)

6.4.1. The SOC is the dedicated management suite within the control suite which supports and manages the tactical command function during incidents and other operations. The SOC is responsible for:

- Providing a central coordination of incident activity
- Providing a liaison function for the tactical commander & tactical advisor
- Deployment of resources to the incident
- Nomination and declaration of receiving hospitals
- Allocating ambulances their destination hospital ensuring even distribution
- Communication with hospitals and external organisations
- Primary logging duties
- Paging instruction procedures
- Management of Airwave talk groups and communication
- Facilitating requests of additional resources, equipment and personnel to scene

6.4.2. Whilst the LAS and MPS are able to send and receive electronic messages from each other’s CAD systems, they are unable to interrogate the other’s system.

6.5. HM Coastguard

6.5.1. HM Coastguard have a control room in London at Woolwich. This is one of a network across the UK and coordinates all civil maritime search and rescue for the tidal River Thames. It is supported by the National Maritime Operations Centre (NMOC) at Fareham, which can provide network assistance in response to an incident. NMOC has the capability to take overall control of HM Coastguard coordination if necessary. HM Coastguard has a CAD link to the MPS and also uses Airwave and VHF radio systems.

6.6. Emergency Services Network (ESN)

6.6.1. All London emergency services and many other agencies, including the Coastguard and London local authorities have TETRA based (Airwave) ESN radios with a joint communications capability. In addition, Airwave is used nationally by BTP and the system extends onto TfL systems.

6.6.2. All services are able to communicate with each other on specific Airwave interoperability (ES) talk groups which are found in each force-specific folder in both handheld and control room radio terminals.

6.6.3. Talk group IC1 is used by tactical commanders, whilst the ES talk groups are for operational commanders. In addition there is an inter-agency talk group (IAT1) which is available to all Airwave users as well as a number of police and multi-agency mutual aid talk groups.
6.6.4. Should additional Airwave capacity be required in the event of an emergency underground the MetCC can invoke ‘Operation Tunnel Sound’ – the utilisation of ERVs (Emergency Response Vehicles) to provide additional capability.

6.6.5. IC 1 for Tactical and ES 1-3 for Operational

6.6.6. These radios are intended for command use only by the respective service for liaison purposes or to pass critical information in a life-threatening situation and not for general inter-service use. Their use needs to be specifically requested by tactical commanders through MetCC utilising Operation Cavern.

6.6.7. The Airwave system is a digitally encrypted radio system that has a very high level of security. However, other systems (fax, mobile telephony or unencrypted radio transmissions etc.) may be vulnerable to interception and this should be borne in mind when wording transmissions, including cellular telephone conversations containing sensitive information.

6.7. LFB ground radios

6.7.1. In addition to Airwave radios carried on appliances and by managers, all LFB operational staff are issued with incident ground radios that operate on UHF. They are compatible with ‘leaky feeder’ systems installed in London Underground stations and other designated subsurface locations. A limited number of additional handsets may be made available on LFB command units for other agencies if appropriate.

6.8. Local Authority Coordination

Local Authority Borough Emergency Control Centre(s)

6.8.1. At the local level, the Borough Emergency Control Centre (BECC) is the hub of the local authority response, from which a local authority will monitor or manage a borough’s incident response. Following the notification of a major incident a BECC may be set up by the responding borough, neighbouring borough or all London boroughs depending on the scale or impact of the incident. A BECC may respond at one of three levels:

1. Monitoring.
2. Information sharing and communications.
3. Incident response and coordination.

6.8.2. A BECC will deliver three primary functions when operational:

- Operational coordination of the council’s response.
- Situational awareness of the incident overall.
- Management and administration of the BECC.

6.9. London Local Authority Gold (LLAG)

6.9.1. A London Local Authority Chief Executive is pre-nominated as London Local Authority Gold (LLAG) providing 24/7 cover. In a regional incident, London Local Authority Gold (LLAG) is empowered to represent and give undertaking(s) on behalf of London’s 32 Boroughs and the City of London Corporation. LLAG will normally represent the collective interests of London local authorities at a Strategic Coordination Group meeting, alongside direct representation by the strategic representative of the directly affected borough or boroughs where applicable.

Where LLAG is activated in response to an incident, the London Local Authority Coordination Centre (LLACC) is established to provide coordination between LLAG and the 33 Borough Emergency Control Centres (BECC).
6.10. London Resilience Group (LRG)

6.10.1. The London Resilience Group supports the work of the London Resilience Partnership in preparing for, and responding to emergencies. The role of London Resilience Group in response to an emergency is:

- To support effective Partnership strategic coordination arrangements
  - To facilitate shared situational awareness through the production of a common operating picture
  - To provide the strategic coordination group (SCG) secretariat function in conjunction with the lead responder agency
  - To provide strategic advice to the SCG

- To support effective coordination of the London Local Authority Gold (LLAG) arrangements
  - To facilitate shared situational awareness across LLAG and the 33 local authorities
  - To deliver the LLACC function in support of LLAG and the 33 local authorities
  - To provide strategic advice to LLAG
7. Warning and informing

7.1.1. A well-informed public is better able to respond to an emergency, whilst minimising the impact to the affected community. By informing the public (and staff) as best they can, all organisations will build their trust. This includes avoiding alarming the public unnecessarily.

7.1.2. The Civil Contingencies Act requires category 1 responders to warn and inform the public of emergencies and possible actions they may take to minimise the impact.

7.1.3. Where London’s strategic coordination arrangements are activated, the London Resilience Communication Group (LRCG) can be activated to coordinate public communications. The LRCG aims to coordinate strategic public communications in support of the emergency response, including statements to the media and establishing a media centre if required.

7.1.4. Accurate and up to date information is essential. A variety of methods may be used to communicate with the public including mainstream and social media, local broadcast by emergency services public announcement systems, via front line officers and through door-to-door communications.

7.1.5. Incidents involving hazardous materials or fumes will require a dynamic assessment of information and timely dissemination to the public.
8. Annexes

8.1.1. Specific types of incident require additional safety measures, resources, equipment or a non-standard method of dealing with certain aspects of the incident. These arrangements are detailed in the following annexes.

Annex A: Casualty clearance
Annex B: Dealing with fatalities
Annex C: Humanitarian assistance
Annex D: Terrorist incidents
Annex E: CBRN(e) & Hazardous incidents
Annex F: Mainline rail and TfL services
Annex G: Air incident civil / military
Annex H: River Thames incident
Annex I: Fluvial (river) flooding & general flooding incidents
Annex J: Military Aid to the Civil Authority (MACA)
Annex K: Safety
Annex L: Other assistance
Annex M: London Resilience Partnership Frameworks
Annex A - Casualty clearance

Categories
1. The care and identification of casualties is a primary responsibility of the emergency services at a major incident. Victims fall into one of four categories:
   - Survivors (uninjured);
   - Casualties (injured);
   - Evacuees;
   - Dead
2. They may be witnesses/victims or even suspects and carry evidence or hazards on their clothing, particularly in terrorist incidents.

Survivors (Uninjured)
3. The uninjured will have been involved in the incident, but will not necessarily want or require medical attention. They will usually be removed from the hazard or hazard zone by London Fire Brigade personnel. Once these people have been removed from any hazards, processed through a triage sieve by the LAS they must be handed over to the police for collation of details and witness statements.
4. They will all be potential witnesses, police will need to collate their details for the benefit of the Casualty Bureau as well as the investigation. This can be done at suitable premises nearby, called the Survivor Reception Centre (SuRC).

Casualties (Injured)
5. The injured need to be rescued from the scene and cared for as quickly and safely as possible by the rescuers. LFB staff engaged in this role are trained to a high level of immediate emergency care and firefighters at incidents who provide care for casualties must continue to do so until an appropriate suitably qualified medical professional arrives on scene and is ready to take over. Ambulance paramedics and technicians then need to be able to administer the appropriate pre-hospital treatment before the patients are taken to the receiving hospitals. As the ambulance teams go forward they will take equipment for use by emergency responders at the incident site.
6. The LAS aim at any multiple casualty incident is to produce the largest number of survivors. They will need to deliver the right patient to the right place at the right time so that they receive the optimum treatment. Triage is a dynamic continuous process. The LAS have a responsibility to ensure that at every stage of the incident patients are continually assessed to ensure that changes in the condition of the patient are reflected in the patient’s triage category.
7. The triage system is a “physiological system” which relies on changes in vital signs as a result of an injury or illness rather than an “anatomical system” that relies on decisions being made on what injuries can be seen. Where an experienced clinician is using the triage system, knowledge of the clinical condition that is based on an anatomical injury may be used to upgrade a triage category.
8. During an incident the LAS will use two levels of triage: “triage sieve” and “triage sort”. Both systems use algorithms to determine which priority group a patient falls into. The priority groups are as follows:
Priority Description Colour
- Red Priority 1
- Yellow Priority 2
- Green Priority 3
- Red 1 with fold down Blue Corner
- White with the wording ‘Dead’

Triage sieve
9. This triage sieve quickly sorts out casualties into priority groups. Using the algorithm card the LAS will systematically work through the patients, triaging and labelling them. The LAS will not get involved in substantive patient treatment during a triage sieve, this will include the looking for any signs of life.

Triage sort
10. On the arrival of further resources patients are moved to a place of safety, usually the casualty clearing station. At this location they can be re-triaged using a triage sort process. This process is a more thorough clinical triage than the sieve.
11. The same triage card is used throughout the sieve and sort process updating patients triage category by refolding the card as necessary.

Paediatric triage
12. During most major incidents the LAS triage paediatrics using the adult triage sieve – this over-prioritises but is a safe option. During a multiple casualty incident involving mainly paediatric patients the LAS will instigate the use of the paediatric triage process. The system uses similar algorithms to that of the adult triage tape.

Expectant category
13. The expectant category is only used with the authority of the LAS Strategic Commander in liaison with the Medical Director, and with advice from the Emergency Planning Advisor. This situation would arise when there are such large numbers of patients the ability of the LAS to respond to the clinical needs of every individual and potentially un-survivable injuries would be to the detriment of other patients.
14. Expectant patients must be triaged labelled as “priority 1” which is red in colour though with a blue flash corner folded back from the rear of the priority 1 card.
15. The decision to what casualties fall into the category would be decided by an appropriate doctor.

Casualty clearing station and ambulance loading point
16. The casualty clearing station is a place of relative safety to which casualties are conveyed from the incident site. Triage sort, assessment, treatment and stabilisation is carried out by LAS staff together with any mobile medical teams on scene at the station. The casualty clearing station is coordinated by the LAS Bronze Clearing Officer and a doctor (Casualty Clearing Station Medical Lead).
17. A suitable area or building between the inner and outer cordons near to the site should be identified for use as the casualty clearing station, or a temporary structure may be assembled.

18. Once enough resources have arrived on scene it is vital that patient documentation starts within the casualty clearing station.

Hospital

19. Once the patient arrives at the hospital the patient will be re-triaged by hospital staff. The ambulance crew must ensure that they report their arrival with both Emergency Operations Centre (EOC) and the Ambulance Liaison Officer (ALO) at the hospital.

Labelling and documentation

20. Documentation of patients must start as soon as possible. Triage labels must be attached to patients in the initial stages of the incident even if there is no opportunity to collect personal details. Details of each patient should be collected as soon as they enter the casualty clearing station/area.

21. It may not always be possible for ambulance crews to record the usual details of patients carried on patient report forms however on route to the hospital any details about the patient that can be obtained will be entered onto the patient report form (PRF) so that a record of patient movement and patient care (however minimal) is recorded. Ambulances should not be delayed at the scene in order to obtain personal details of individual casualties, which will be obtained by the police at the Receiving Hospitals. In all circumstances the triage label must be completed.

22. Police service instructions refer to the attaching of nationally and recommended identification labels to deceased persons. Ambulance service personnel should note that these identity and evidential labels are NOT to be used in place of the medical triage labels.

23. Police should liaise with the LAS to maintain a count of all persons processed with details of hospitals to which they have been taken.

24. Police officers will be deployed to the casualty departments of these hospitals to provide documentation teams, assist with forensic issues and security advice.

Casualty Clearing Station - Activated by Ambulance Bronze Clearing CCS

25. Is a site of relative safety usually sited in the outer cordon.

26. It is where casualties are triaged, assessed and stabilised. Ambulance staff are supported by additional team of mobile medics. Clinical lead will be a nominated doctor or advanced paramedic. This can be a temporary structure or building.

27. Casualties are triaged to ensure they receive the most appropriate treatment prior to their removal to hospital. Two triage processes are used to assess priority. Causalities are continually

28. Once sufficient Ambulance resources are present patient documentation will commence.

29. Police will send a Casualty Clearance officer to this location to ensure patients non-clinical details are obtained, this is part of the identification process.
Annex B – Dealing with fatalities

Deceased and Human Remains

1. The London Ambulance Service (LAS) / London Air Ambulance (LAA) will assess and pronounce life extinct as required, these patients will then be appropriately triage tagged and left in situ to ensure continuity of the forensic process. More information about managing mass fatalities is available in the London Resilience Mass Fatalities Framework.

The Coroner

2. Her Majesty’s Coroner is responsible for establishing who has died, how, when and where they died. Where multiple deaths occur, the police will investigate and report to HM Coroner, this is in addition to police responsibilities regarding any criminal investigation. There are eight coronial districts within the Greater London area; these are made up of clusters of London boroughs with the exception of the City of London which stands alone. Jurisdiction will normally sit with the coronial district ‘where the body lies’.

3. Jurisdiction may, by agreement, be transferred between coronors in some circumstances. For a large incident that affects more than one coronial district it may be agreed to appoint a Lead Coroner. This would require agreement between the coroners concerned as well as funding support from the London boroughs concerned.

4. It is important that HM Coroner’s Office is consulted and included in the decision making around the response to an incident involving fatalities. HM Coroner may want to assess the disaster scene along with other nominated persons such as a Pathologist.

Police Senior Identification Manager

5. Police commanders will appoint a senior investigator as the Senior Identification Manager, this manager will hold a nationally recognised qualification in management of the investigation regarding disaster victim identification (DVI). The Senior Identification Manager (SIM) will liaise with HM Coroner and be responsible for disaster victim identification investigation at the scene; investigation within the mortuary; investigation at Casualty Bureau and Family Liaison investigation. The Senior Identification Manager will work closely with the Senior Investigating Officer appointed to manage any criminal investigation.

Scene Investigation

6. Police commanders will deploy a suitably skilled Disaster Scene Coordinator to coordinate disaster victim recovery, forensic, search and other related investigative activity at the disaster scene. The title Scene Evidence Recovery Manager is used in existing national guidance. Bomb Scene Manager is a title used in counter terrorism. The Disaster Scene Coordinator will be a police manager who has the required knowledge to safely manage specialist activity and the ability to work closely with other agencies. Other agencies would include the London Fire Brigade and statutory investigative bodies such as the Health and Safety Executive and Rail, Marine or Air Accident Investigation Branch.

Mortuaries

7. If local arrangements are insufficient to cope with the amount of deceased victims, emergency arrangements must be activated. Some of the larger public mortuaries in London have been identified as Designated Disaster Mortuaries. These mortuaries can be enhanced or adapted to cope with an increased number of deceased victims and the associated investigative activity.

8. Temporary structures may be used to enhance existing mortuaries or to build a stand-alone temporary mortuary. A temporary mortuary may be utilised for storage or, if assessed as
necessary, be capable of hosting investigative post mortem autopsy examinations. Sites where a large temporary mortuary could be constructed have been identified and are regularly reviewed.

Disaster Victim Identification

9. London has a cadre of police officers and forensic practitioners who have received additional training in disaster victim identification (DVI). London contributes to a national DVI cadre coordinated by the National Police Chiefs’ Council (NPCC–UK DVI). Mutual aid can be provided to London through the UK DVI Coordinator, based within the Police National Information Coordination Centre (PNICC).

10. Personnel are trained in disaster victim recovery, using the Disaster Victim Recovery Booklet to assign a unique number to the deceased victim or to a body part recovered. The booklet also records initial evidence such as the location that the deceased victim was found; forensic issues; whether the body appears to be complete; plus relevant times for continuity. Disaster Victim Recovery Booklets are held by Metropolitan, City of London and British Transport Police. An emergency online version is also available to download from the INTERPOL website. Disaster victim recovery operations may require support from London Fire Brigade, with regard to safety and specialist equipment to aid access to deceased victims.

11. The DVI cadre are also trained in mortuary procedures to recover post mortem data and exhibits. Mortuary investigation involves the use of the INTERPOL DVI Post Mortem Forms which are also available via the INTERPOL website. These forms which should always be printed on pink paper are used to record post mortem data such as physical features; clothing and jewellery etc.

12. A Police Mortuary Operations Coordinator will be appointed to manage police investigative activity at the mortuary, working closely with the Local Authority Mortuary Manager.

13. There must be lines of communication from the scene and mortuary with Casualty Bureau, where details of missing persons and casualties are collated.

Forensic Investigation

14. A Home Office approved Pathologist will be appointed as a key contributor to the investigation and to provide evidence to HM Coroner regarding the cause of death. If the deaths are as a result of a criminal act or negligence a Forensic Pathologist will be appointed. Sections of the INTERPOL DVI Post Mortem forms are specific to pathology. Pathologists will be assisted by Anatomical Pathology Technicians. Other forensic specialists that may be utilised in the mortuary are: Forensic Odontologists; Forensic Anthropologists; Police Crime Scene Managers and Fingerprint Practitioners. There are sections of the INTERPOL DVI Post Mortem Forms specific to odontology (dental information); fingerprints and DNA.

Family Liaison Investigation

15. Ante mortem data is information relating to the missing person provided by next of kin etc. This information is collected by Family Liaison Officers who have received specific training in investigation which results in the completion of the INTERPOL DVI Ante Mortem Forms, which should always be printed on yellow paper. These forms are virtually identical to the INTERPOL DVI Post Mortem Forms, with sections for clothing, jewellery, pathology, odontology, fingerprints and DNA etc.

16. The Family Liaison Officer may require support from forensic specialists in order to recover or check ante mortem data such as dental records, fingerprints or DNA for comparison.

17. Family Liaison Officers are tasked by a Family Liaison Coordinator working from Casualty Bureau, where details of missing persons and casualties are collated.
Reconciliation Investigation

18. Post mortem data is compared to ante mortem data in order to establish identification. Deceased disaster victims will normally be identified using the United Kingdom and INTERPOL Disaster Victim Identification Primary Identification Standards. This means that where possible and subject to the approval of HM Coroner, deceased victims should be identified by comparison of dental information; DNA or fingerprints. In some circumstances a unique medical or physical feature may provide reliable evidence of identity, such as a uniquely numbered medical implant. This information should be supported by Secondary Identifiers such as marks, scars or tattoos, plus supporting information such as clothing, jewellery or where appropriate circumstantial evidence. The DVI cadre includes Reconciliation Investigators who with the support of forensic specialists will prepare a detailed report for HM Coroner regarding evidence of identity. This evidence will be presented at an inquest or a specially arranged Identification Commission chaired by HM Coroner.
Annex C – Humanitarian Assistance

Evacuees

1. Some emergencies may require the evacuation of a large surrounding area because of the danger to life from environmental or structural hazards. Further details can be found in the London Mass Evacuation Framework. Care must be taken to ensure that evacuation does not place those concerned in greater danger.

2. Evacuation is usually undertaken on the advice of the LFB tactical commander. In some circumstances, personnel from all services may have to assist in carrying it out.

3. A suitable evacuation assembly point will need to be established and rest centres set up by the local authority.

4. Personnel from the local authority and voluntary agencies will staff rest centres as appropriate. The rest centres will provide security, welfare, communication, light refreshment and medical facilities.

5. Evacuees should be documented and basic details passed to the casualty bureau.

Emergency Rest Centre

6. A Rest / Reception Centre serves as a place of safety for those who have been evacuated from their home, work or other place or are unable to return to that place, but who are uninjured and not directly affected by the incident.

7. The responsibility for the set-up and running of Rest Centres lies with the local authority (supported by voluntary agencies) who would activate arrangements as outlined in their Rest Centre plan. The decision to set up a Rest Centre(s) will be made by the local authority, often at the request of the police or fire brigade.

8. Survivor Reception Centre (SuRC)
   A Survivor Reception Centre (SuRC) may be set up following a major incident. It can either be a pre-determined venue or whatever is suitable and available, depending on the location of the major incident. Its function is to provide survivors who do not require hospital treatment, a place to be directed to, where they can be met by police and other services to obtain initial information and support in the immediate aftermath of the incident and give witness statements and evidence to police investigating officers.

9. In the early stages of an incident, where those involved are leaving the scene it may not be practicable to establish an SuRC because of other more pressing primary responsibilities e.g. life saving or clearing the public from danger.

10. The responsibility for opening an SuRC will lie with the police supported by the local authority. Other agencies will attend as required and requested by the police or local authority.

11. The LAS will provide medical support to the SuRC in the early stages of an incident.

12. The purpose of a SuRC is:
   - To provide immediate shelter for persons who have been directly involved in an emergency
   - To allow documentation of the survivors
   - To enable the interviewing of potential witnesses by the police
   - To provide first aid to those in need of it and not requiring hospitalisation
   - To provide initial care and welfare support to survivors
   - To organise onward travel where appropriate
To provide information to survivors.

**Friends and Relatives Reception Centre (FRRC)**

13. Where demand, warrants consideration to establishing a secure comfortable area where friends and relatives of casualties and missing persons can be directed for information.

14. The size and scale of incident, numbers of fatalities and possibly area of destruction will impact on any decisions made. Within the area to be set aside for the friends and relatives reception centre, consideration should be given to locating the relevant agencies whose advice and assistance may be called upon.

15. There will be a need to ensure the resources of all those working towards the needs of family and friends are coordinated and that there are regular briefings to ensure a cohesive approach is established.

16. The purpose of a Friends and Relatives Reception Centre (FRRC) is:
   - To help reunite friends and relatives with survivors
   - To provide a place for the Police to record missing persons’ enquiries and to collect information that may aid their investigation
   - To provide friends and relatives with a safe area to gather, away from media attention
   - To provide friends and relatives with up-to-date and accurate information on the response arrangements that have been put in place
   - To provide access to practical and emotional support to those friends and relatives affected.

**Casualty Bureau**

17. Police may establish a Casualty Bureau where details on all dead, casualties, survivors and evacuees will be collated. This centre will also take telephone enquiries from friends and relatives of people who are believed to be involved in the incident.

18. Casualty Bureau staff will then match details of persons involved with enquiries.

19. Where a match is made appropriate contact with the enquirer will be made.

20. The Casualty Bureau will not close until all the casualties have been identified, all next of kin have been informed and telephone enquiries have diminished to a level where they can be dealt with by the local police area.

21. To avoid discrepancies in casualty figures all information must be routed through casualty bureau, which will be the sole source of casualty information. Casualty figures must only be released following consultation with the police strategic commander (Gold) or their press officers.

22. Where injuries are fatal or serious, contact should be made with the Family Liaison Coordinator to discuss whether it is appropriate to appoint a family liaison officer at this stage.

**Humanitarian Assistance Centre (HAC)**

23. A Humanitarian Assistance Centre (HAC) would be set up with the following objectives:
   - Act as a focal point for humanitarian assistance to bereaved individuals and families, survivors and impacted communities;
   - Enable individuals and families to gain as much information as is currently available about family members and friends involved in the incident;
- Enable the gathering of mass forensic samples in a timely manner, in order to enhance the ability to identify loved ones quickly;
- Offer access to a range of facilities that will allow individuals, families and survivors to make informed choices according to their needs;
- Provide a coherent multi-agency approach to humanitarian assistance in emergencies that will minimise duplication.

24. It is the responsibility of Local Authorities to set up and run a HAC with support from the police and other agencies following a request from the Strategic Coordination Group.

25. A HAC differs from Emergency Rest Centres or FRRCs in the respect that these are generally used in the immediate aftermath of an incident with specific purposes, for example to reunite relatives with survivors or to provide temporary shelter. The HAC should not interfere with the function of these or other initial support areas. Instead it should have a broader remit and longer-term role whilst investigation and recovery operations are taking place.

26. More details can be found in the London Humanitarian Assistance Framework.

**Community Assistance Centre (CAC)**

27. The Local Authority may decide to establish a Community Assistance Centre (CAC) to undertake a detailed Community Impact Assessment, to provide advice and support to affected people and to support the recovery of the community in a local setting. Community Assistance Centres may be considered particularly where a Humanitarian Assistance Centre has not been activated. It may be appropriate particularly:

- When the impact is concentrated in a particular area, if a number of areas are affected several such centres may be considered.
- People are affected significantly, and need advice and support, but the intensity of the impact is of a lower order (for example, there are not mass fatalities) and/or the number of people affected is smaller than would trigger an HAC.

28. A CAC should be located in an appropriate publicly accessible building within easy reach of the affected people, and should provide support services appropriate to the incident.
Annex D - Terrorist incidents

1. Lead Authority: Police

2. In terrorist or suspected terrorist incidents it is a criminal offence to contravene a prohibition or restriction imposed under the Terrorism Act 2000. This includes the crossing of a police cordon.

3. For all known or suspected terrorist incidents all personnel should be aware of the possibility of secondary devices. Police will be responsible for checking rendezvous points (RVP), marshalling areas, Forward Command Points (FCP) and cordon points for suspicious objects.
Annex E – CBRN(e) & hazardous incidents

1. Lead Authority: Police supported by LFB

Introduction

2. In recent years there has been an increased awareness of the threat posed by a Chemical, Biological, Radiological or Nuclear (CBRN(e)) terrorist attack. An attack may involve the use of explosives (denoted by ‘e’ in ‘CBRN(e)’) or some other method to disperse the hazardous material. Terrorists may try to obtain toxic industrial chemicals or materials, such as pesticides - to use in a chemical device.

3. The threat from a CBRN device is significant, not only as a result of its activation but also in the fear and panic that would be created within the public and media and the considerable resources that would be required in the decontamination and restoration to normality following such an attack.

4. C – Chemical - Some form of chemical agent and a method of disseminating the material. The effects could range from: respiratory distress, blistering to the skin and in the worst case, death.

5. B – Biological - May involve the dispersal of bacteria, virus or toxins by a variety of methods including the use of improvised explosive devices (IEDs), a mechanical sprayer or the contamination of foodstuffs or environment. Effects of biological attacks may not be immediately apparent.

6. R – Radiological - An Improvised Explosive Device containing a quantity of radioactive material known as a “Dirty Bomb”. The radioactive material is dispersed rendering the contaminated area potentially hazardous to health until a decontaminated. Alternatively an unshielded radioactive source may be left in a public place potentially causing radiation sickness and the increased probability of developing cancer in later life.

7. N – Nuclear - The difficulty in obtaining nuclear material and the considerable scientific and engineering expertise required to create an improvised nuclear device, make this the least likely mode of attack. However, terrorists could potentially obtain a device from existing nuclear stockpiles.

8. A LESLP response in line with the procedure laid out in this Manual will be required for both pre and post activation of a suspected CBRN device. All three emergency services have personnel who have been trained and equipped to deal with the specialist response that is required for such an incident.

9. The main functions of the emergency services and other agencies at a CBRN incident are the same as those laid out in Response mode of this Manual.

10. The London Fire Brigade Rapid Response Team (RRT) provide a highly specialised response to CBRN(e) and hazardous material incidents utilising DIM (detection, identification, monitoring) equipment. LFB have three DIM appliances available with associated equipment, two funded by National Resilience (which can be used Nationwide), and one funded by LFB.

11. The DIM capability is an essential part of the scene assessment process to confirm or deny the presence of any CBRN(e) or hazardous material. The results are then fed into the JDM providing vital information for Officers to make appropriate decisions in order to initiate immediate lifesaving actions.

12. RRT deploy a suite of DIM equipment able to detect, identify and monitor the presence of CWA (chemical warfare agents), TIC (toxic industrial chemicals), radioactive substances and hazardous substances including biological agents. On completion of the DIM Sweep the results will assist:

- Establishing presence of any hazardous substances.
• Identifying substances and their risks.
• Determining extent of any potentially hazardous areas.
• Advising on cordons
• Implementing, monitoring and maintaining safe systems of work (including PPE/RPE)

13. The RRT DIM procedures form part of the LFB response to ensuring the safe systems of work for category 1 and 2 responders at an incident in regards to PPE and exposure. As part of the LFB statutory responsibility, continuous DIM results are heavily relied upon during decontamination processes.

14. However, both the LAS and LFB will have additional responsibilities specific to the decontamination process. However all agencies have a responsibility in relation to decontamination, which ever agency is first on scene allows those contaminated to receive an intervention in the first instance through the implementation of IOR (Initial Operational Response), LFB have the additional responsibility of emergency wet decontamination and also mass decontamination, LAS have additional responsibility of mass clinical decontamination.

Definition of decontamination:

15. Decontamination – removal of hazardous materials from people and equipment.

16. Initial Operational Response – this level of decontamination can be carried out by any of the emergency services regardless of the numbers of casualties involved

17. Clinical decontamination - medical procedure to treat patients contaminated with hazardous materials. Casualty prioritisation should be undertaken by specialist National Health Service (NHS) staff.

18. Emergency decontamination – when there is insufficient time to deploy specialist NHS resources and it is imperative that people are decontaminated as soon as possible, improvised equipment may be used. All agencies recognise that this may carry risks to certain groups e.g. the elderly, the infirm and the injured. No matter which agency commences decontamination, the process should fall under the clinical control of the NHS as soon as practicable. Emergency Decontamination would commence with IOR and the next phase would sit with LFB who are the only agency capable of implementing wet decontamination, a system of emergency decontamination has been developed by the LFB allowing for a quick intervention to be implemented.

19. Mass decontamination – the procedure used when the NHS or LAS notifies the LFB that the number requiring decontamination overwhelms, or threatens to overwhelm, the Health Service’s capacity. If NHS resources are not immediately available, the LFB may initiate mass decontamination procedures prior to the arrival of the NHS. This may be carried out via the improvisation of available equipment and facilities until dedicated supporting facilities can be resourced. Basic triage arrangements, involving both LAS and LFB personnel should be established as soon as possible.

20. This process is implemented for the decontamination of large numbers of those contaminated or potentially contaminated. LAS have the responsibility for the decontamination of persons who have sustained an injury which does not allow them to pass through the LFB mass decontamination units and that require assistance in the process, these persons will be triaged and selected by LAS. All other persons requiring decontamination will be processed through LFB mass decontamination units, assessment of all persons will be an ongoing process carried by all responders on scene.
Annex F – Mainline rail and TfL services

**Railways – General**

1. **Lead Authority Police through British Transport Police**

2. **Emergency service personnel should not go on or near the track unless accompanied by appropriately qualified staff from the Rail Company or operator.**

3. **The number of personnel working on or near the track should be kept to a minimum and must wear high-visibility clothing.**

4. **If people on the track are in direct and immediate danger and urgent action is required to preserve human life, emergency services personnel may go on to the track, but only as a last resort and after checking it is safe to do so - personnel must conduct a dynamic risk assessment. Be aware of the operation of automatic trains (Docklands Light Railway and some London Underground lines) in the area of the incident.**

5. **Emergency service personnel MUST NOT under any circumstances, enter running tunnels unless it has been confirmed that trains are stopped and power is off.**

6. **The relevant control centre must be informed immediately that personnel are on the line and the reasons for doing so.**

7. **Any request for ‘power off’ should also include ‘trains stopped’ and include the area/location to be isolated. Merely having the power switched off may not stop all trains! Electrified trains may seek to ‘coast’ to the nearest station and diesel-powered trains often run on the same track as electrified trains.**

8. **The request should be passed either from the emergency services’ control rooms to the rail company control or in person to an appropriately qualified rail company or operator staff on site. This same control or person will confirm that the request has been carried out and that it is safe to access the track.**

**Investigation**

9. **British Transport Police will lead in railway incidents other than Terrorism.**

10. **The Office of Road and Rail and the Rail Accident Investigation Branch have statutory responsibilities to investigate incidents occurring on the rail and tram network. Their staff carry formal identification and must be allowed access through cordons. In addition, some evidence at railway incidents is perishable and access for technical staff to capture this must be facilitated. This will be managed through the BTP senior officer present at the site.**

**Mainline Railways**

11. **Network Rail is the lead authority for rail incidents on all mainline railways including those where London Overground and TfL Rail operate and will provide liaison and assistance at the scene through its Rail Incident Officer (RIO).**

12. **The RIO is responsible for site safety and will maintain close liaison with the emergency services during an incident to ensure a safe system of work has been established and maintained.**

**London Underground and other Light Rail Systems**

13. **The request for emergency service personnel to access the track should be passed either from the emergency services’ control rooms to the Trams control room or in person to an appropriately qualified tram company or operator staff on site. This same control or person will confirm that the request has been carried out and that it is safe to access the track.**
14. The relevant London Underground (LU), DLR or Tram control must be informed immediately that personnel are on the line and the reasons for doing so.

15. Trams are an open access system so staff can go onto the track in an emergency, once they have ensured it is safe to do so.

16. The LU, DLR or Tram operator is responsible for site safety and will maintain close liaison with the emergency services during an incident to ensure a safe system of work has been established and maintained.

17. London Underground trains and infrastructure are operated completely separately to that of the mainline railways. All requests for trains to be stopped and/or power to be switched off must be made directly to London Underground following the existing agreed protocols.

18. The London Underground tactical response to an incident on their network will be led by the Network Incident Response Manager (NIRM). They are accompanied by a BTP medic officer and are transported in a police vehicle with a blue light capability. They will wear a Silver tabard to make themselves readily identifiable to other agencies and operate within the JESIP principles. They will assist the other commanders in achieving full situational awareness and a joint understanding of the specific risks involved in working on the underground network.

19. London Underground operates a dedicated Emergency Response Unit (ERU), staffed 24/7 and based at strategic locations across London. ERU teams are trained in all aspects of railway safety, infrastructure, rolling stock and casualty extraction and body recovery duties. At least two ERU teams have a blue light response capability, provided by BTP drivers. They are primarily a London Underground asset but may attend other railway related incidents, following an appropriate request to the LUCC. ERU can also respond to tram incidents.

20. London Underground operates an Emergency Control Unit, which may be deployed to a major incident to support LU and other TfL businesses in incident management and subsequent site recovery.

Transport for London – Surface Transport

21. Transport for London can be contacted 24/7 through the Network Management Control Centre (NMCC) or for London Underground through the London Underground Control Centre (LUCC), who in turn will notify each other of the declaration of a major incident and initiate an appropriate response. The level and type of support available is based on its day-to-day operations, such as:

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Surface Bronze (Operational) Commanders

22. The TfL On Site Bronze is a manager representing any affected TfL business units able to respond to requests for TfL assistance and is the liaison point for TfL and its contractors. The On Site Bronze will react to requests for assistance and represent TfL at Tactical Coordination meetings or at the Forward Command Point (FCP). If necessary, the On Site Bronze will provide the link between the incident, and the Silver in the Palestra Event Liaison Facility and the appropriate TfL Control Centre. For Trams and LO the operator will be the lead on site.

TfL Gold and the Palestra Event Liaison Facility

23. Where an incident has pan-London implications, it may be necessary to coordinate activity across TfL. This is in addition to the normal liaison between the various TfL command structures. This activity will be coordinated through the Chief Officer Reference Group. The Palestra Event Liaison Facility may be activated as a Transport Hub to coordinate the response to the impacts on the transport network.
Annex G – Air incident civil / military

Helicopters

Police helicopters

1. The Metropolitan Police Service (MPS) has access to the National Police Air Service fully role-equipped helicopters available 24/7 over the Greater London area. Their aircraft have the following equipment:
   - Comprehensive radio communications, visual and thermal imaging - effective day and night;
   - Some aircraft have a searchlight (‘nitesun’) capability to illuminate a wide area;
   - Public address system (‘skyshout’) capable of broadcasting messages at a lower operating height; (Not routinely carried.)
   - Video transmission to MPS and London Fire Brigade (LFB) command vehicles and some patrol supervisor vehicles. Mobile receivers may be delivered close to the scene by the aircraft or collected from the base;
   - Digital stills camera

Military helicopters

2. RAF support helicopters (from RAF Odiham in Hampshire and RAF Benson, Oxfordshire) could be used to respond to civilian incidents if required.

3. Potential uses include the evacuation of larger numbers of personnel including casualties, the transport of manpower where other methods of transportation are unsuitable due to weather or terrain, or movement of large objects including aircraft wreckage.

4. The use of support helicopters would be subject to MACA procedures and would depend on the availability of these helicopters.

5. Major incidents involving aircraft that occur within airfield boundaries will involve a local response based on either Civilian Aviation Authority (CAA) or Military Aviation Authority (MAA) direction depending on the ownership and operation/registration of the aircraft.

Specific site hazards

6. A major air accident may produce a toxic environment at the scene and all services responding should be aware of the potential hazards and consider the protection of their staff. A crashed aircraft should be approached from an upwind direction whether there is a fire or not, due to the potential spread of toxic substances.

7. The London Fire Brigade, the Defence Accident Investigation Branch (Air) (Defence AIB (Air)) or civilian Air Accidents Investigation Branch (AAIB) are all able to advise on potential hazards from crashed aircraft and the materials present in specific aircraft types.

8. The Joint Aircraft Recovery and Transportation Squadron ((JARTS) at MoD Boscombe Down can provide the relevant health and safety information for military aircraft.

9. The RAF Centre for Aviation Medicine and the Institute of Naval Medicine can provide scientific advice and deploy an Environmental Health Technician if required.

10. This information can also be obtained via the Aeronautical Rescue Coordination Centre at the National Marine Operations Centre (NMOC) at Fareham in Hampshire. They can fax hazard information to any emergency service on request.
London Air Ambulance (LAA) – Helicopter Emergency Medical Service (HEMS)

11. LAA is available to land at a predetermined location and provide at least one doctor and trained paramedic to the scene. The helicopter may be used to ferry additional doctors and resources as well as evacuate single casualties.

12. The decision to mobilise air ambulance assistance will be taken in conjunction with the other emergency services to ensure a coordinated approach to all local air traffic including other emergency services and/or military services. Any requests for the air ambulance should be directed to the ambulance tactical commander.

13. LAA doctors are an integral part in the mass casualty scenario and will support even without the helicopter.

HM Coastguard search and rescue helicopters

14. HM Coastguard SAR helicopters may also be called upon to assist in marine or land rescue incidents in the London area as well as patient transfer and movement of armed Police assets. Coastguard helicopters are equipped to winch people from the water or from vessels and can carry seated and stretcher casualties. They are fitted with infrared equipment to assist location of casualties in the water in poor visibility and at night.

15. HM Coastguard helicopters are tasked by HM Coastguard through the UK Aeronautical Rescue Coordination Centre (ARCC), which is part of HM Coastguard and located within their National Maritime Operations Centre at Fareham. Any of the emergency services may request a helicopter asset through ARCC; Ambulance, Fire or Police. In London any police request will be made by NPAS.

Temporary helipads

16. Temporary helipads might need to be identified with consideration for:

- safety of crew and aircraft from obstructions such as wires, unit masts and unsuitable terrain;
- safety from harmful chemical release, fire/smoke;
- access to vehicle; and
- disturbance of debris/evidence or disruption by excessive noise.

Emergency flying restrictions

17. The police tactical commander may request the Civil Aviation Authority (CAA), to impose temporary flying restrictions over the scene when required, examples might be: where the safety of those in the air or on the ground would be otherwise compromised. The National Police Air Service (NPAS) is available 24/7 for advice and guidance.
Annex H – River Thames incident

18. Lead Authority: HM Coastguard

Introduction

19. Any incident on the River Thames will see an impact on more than one local authority and typically will see a response from the local authorities on either side of the river.

20. This is a fast flowing environment where the scene of incident can change and move up or down river quite quickly. This could inevitably take the incident into neighbouring local authority areas.

21. HM Coastguard, Port of London Authority, RNLI, Metropolitan Police Marine Policing Unit, London Fire Brigade, Environment Agency have individual statutory responsibilities or functions on the River.

22. The river itself will affect the response to any river incident and its power and danger may not be appreciated by people unfamiliar with a maritime environment.

   - The Thames has a tidal rise and fall of about 7 metres twice a day,
   - Regularly flows at a speed of 6 MPH.
   - Strong currents and underflows exist along the river, especially under bridge, where casualties can get drawn underwater and resurface some distance away.
   - Water temperature, underwater hazards, moving platforms and unstable footing are additional risks, frequently underestimated.

23. Appropriate Casualty Landing Points (CLPs) will be nominated by HM Coastguard (HMCG) after discussion with other relevant organisations.

Tidal River Thames (Canvey Island to Teddington Lock)

24. Statutory Authority responsible for river and daily operations: The Port of London Authority (PLA).

25. Responsible for; River Navigation and Safety, Planning Consultation and Technical Expertise, Promoting the River and Environmental Stewardship.


Maritime Search and Rescue (SAR) incidents on the Tidal Thames: HM Coastguard

27. HM Coastguard are located at the Thames Barrier Navigation Centre, Woolwich in a joint Control Centre with the Port of London Authority (PLA).

28. HMCG deploy and coordinate RNLI, HMCG Helicopters, RNLI lifeboats, Marine Policing Unit, LFB vessels, other craft or vessels as appropriate. For mud or cliff rescues, HMCG deploy their own Coastal Rescue Teams (CRT) around the coast, but within London this function is carried out by London Fire Brigade.

29. The following communications are used;

   - Airwave Talkgroup Lon ES03 HMCG SAR
   - VHF marine channel 14 Port of London Authority (River Navigation and Safety)

30. HMCG London is part of a national network of Coastguard Operating Centres (CGOC) and is supported by the National Maritime Operations Centre (NMOC) at Fareham.
RNLI Lifeboats – deployed by HM Coastguard
31. The RNLI have four stations covering London; three permanently staffed and available 24/7 at Gravesend, Tower and Chiswick; with the fourth station at Teddington operated by volunteers on a call out basis.

Metropolitan Police Marine Policing Unit
32. The Marine Police Unit (MPU) is based at Wapping providing 24/7 capability equipped with a variety of craft. The MPU also has an underwater search team.

London Fire Brigade
33. The London Fire Brigade (LFB) is based at Lambeth Pier providing 24/7 capability equipped with a craft suitable for fire-fighting and capable of a variety of water-related responses. All front line appliances are equipped with water rescue equipment including throw lines and hose inflation kits, with staff trained to coordinate a bankside rescue. In addition, LFB has 10 Fire Rescue Units strategically located across London, equipped with Emergency Rescue Boats (ERB) and mud paths. These vessels are crewed by specialist swift water rescue staff.

Non-tidal River Thames (above Teddington Lock)
34. Statutory Authority responsible for river and daily operations: The Environment Agency (EA)

Maritime Search and Rescue (SAR) incidents on the Non-Tidal Thames:
Metropolitan Police Marine Policing Unit
35. The Marine Policing Unit (MPU) has a 24/7 capability equipped with a variety of craft to be able to respond appropriately. The MPU also has an underwater search team.

London Fire Brigade
36. LFB can provide assets to non tidal River Thames incidents are equipped to deploy assets to incidents.

RNLI Lifeboats - deployed by HM Coastguard
37. The volunteer lifeboat at Teddington may be suitable for deployment to incidents above Teddington Lock. The RNLI can only be deployed by HMCG.

General
RVP
38. A river based incident may require RVPs on both sides of the river due to difficulty of access or lack of river crossings.

Cordons
39. A river based cordon is difficult to implement, but the PLA are able to create river closures and support them by the presence of PLA workboats and safety broadcasts over the VHF radio.
40. A land based cordon may be implemented to support a function; e.g. close a bridge overlooking an incident, close a river bank to secure access, close a riverside area to facilitate safe landing of casualties.
On Scene Coordinator (OSC)

41. HMCG have a legal authority to appoint an appropriate person to take on this role on their behalf. Even though the appointed OSC may be from another organisation they will carry out this responsibility under the directions of HMCG. The Port of London Authority can, if required, provide a liaison officer from their Harbour Masters Department who will have the knowledge of the different organisations and their roles on the river.

Risk Assessment

42. Whilst HMCG coordinate all Maritime SAR, each organisation retains responsibility for the Health and Safety and working practices of their own personnel.

Assistance to other vessels

43. Under Maritime Law the master of a vessel has a statutory duty to respond and assist any vessel or person in distress – this obligation must be considered when taking decisions.
Annex I – Fluvial (river) flooding & general flooding incidents

1. Lead: Local authority

Introduction

2. Flooding is becoming an increasingly common event and may affect both urban and rural parts of London. Flooding may be localised but occur simultaneously across London amounting to a series of major incidents, which may be short term or protracted.

Flood rescue concept of operations

3. Rivers are classified by the Environment Agency as main rivers and ordinary watercourses. The Environment Agency is responsible for the flood prevention measures on main rivers. Ordinary watercourses are the responsibility of various bodies such as local authorities and other landowners.

Flood warnings

4. The Environment Agency is responsible for the issue of flood warnings in respect of main rivers. Warnings are categorised as:
   - **Flood Alert**: Flooding is possible - Be prepared
   - **Flood Warning**: Flooding is expected - Immediate action required
   - **Severe Flood Warning**: Severe flooding - Danger to life

5. Further information can be obtained by calling Floodline on 0845 988 1188 or visiting the Environment Agency website at [www.environment-agency.gov.uk/flood](http://www.environment-agency.gov.uk/flood)

6. The **Met Office** issues warnings of severe weather, which give warning of the possibility of flooding from other sources.

Roles and responsibilities

7. The following are in addition to the roles and responsibilities mentioned throughout this Manual:

Police

8. In the event of the agreed procedures for warning and informing communities at risk not being effective, then, where practicable, assistance will be given.

Fire Brigade

9. Give assistance with pumping operations. Provide High Volume Pumps which are part of the National Resilience LFB has five High Volume Pumping appliances strategically located across London able to pump water at a rate of 7000lpm and help protect critical national and local infrastructure in the event of wide spread flooding. Furthermore the LFB has 500m of flood protection barrier, capable of protecting sites to a depth of 0.5m.*

10. LFB also has 10 water rescue capable Fire Rescue Units strategically located across London with specially trained swift water rescue technicians. Each is equipped with a powered emergency rescue boat.

11. Additionally LFB has five ‘type B’ national flood rescue teams each with its own powered emergency rescue boat. These assets are available on recall to be deployed across London and nationally in response to a major flooding event. These teams are supplemented by a number of rigid flood rescue boats which can be powered or towed by frontline operational staff with five modular floating pontoons also available to support flood operations.
12. Priority will be given where:
   - flooding involves a risk to life, of fire or explosion
   - hospitals, residential homes for the elderly etc are affected,
   - public utilities and food storage depots are affected.

**Ambulance**

13. The LAS may assist with the evacuation of vulnerable persons and supporting the local
    authority on a clinical needs basis. Whilst the LAS does not possess any boats, they have a
    number of water rescue sleds and staff trained to work on boats and in water environments.

**Local Authority**

14. Provision of general advice and information in support of the Environment Agency to the public
    on flood prevention measures and environmental health issues, including encouraging those at
    potential risk of flooding to sign up to the Environment Agency's flood alert scheme.

15. London boroughs may also provide further assistance to the public if resources permit, i.e.
    drying-out facilities, provision/filling or placing of sandbags where danger is foreseen.

16. Joint agency co-ordination of non-life threatening floods and of the recovery phase following a
    flooding incident.
Annex J – Military Aid to the Civil Authorities (MACA)

1. Lead Authority: The Military will work under the direction of the emergency service or organisation they are assisting. For example, in the event of:
   - Flooding - Local Authority
   - Casualty removal - Ambulance
   - Building collapse - Fire
   - Cordon maintaining - Police

References
- London Strategic Coordination Protocol

Definition
2. Military Aid to the Civil Authorities (MACA): Military operations conducted in the UK and Crown Dependencies involving the employment of Defence resources as requested by a government department or civil authority. This is subject to Defence Ministerial approval, either prior to, or at the time of an event.

Policy
3. The UK Government has developed, and significantly improved, the nation's civil response capability after a series of challenging resilience events during the early 21st Century. Civil authorities routinely take the lead in planning for, and responding to, emergencies. Under MACA, Defence plays a supporting role, providing niche capabilities, or more generalist support when the civil authorities’ capacity/capability is overwhelmed by an incident, when directed to do so, or when preparing for major national events.

4. Recent significant MACA events include:
   a. Providing widespread and general support during flooding events across the UK on a number of occasions over the last decade.
   c. Assisting UK citizens stranded overseas by the Icelandic ash cloud in 2010.
   d. Support in response to events not necessarily defined as a risk in the National Risk Assessment, but where military support is appropriate, such as providing assistance following the collapse of Didcot Power Station in 2016 and the Grenfell Tower fire in 2017.

Four principles guiding the provision of MACA
5. MACA may be authorised when:
   - there is a definite need to act and the tasks the Armed Forces are being asked to perform are clear
other options, including mutual aid and commercial alternatives, have been discounted; and either

- the civil authority lacks the necessary capability to fulfil the task and it is unreasonable or prohibitively expensive to expect it to develop one; or

- the civil authority has all or some capability, but it may not be available immediately, or to the required scale, and the urgency of the task requires rapid external support from the MOD.

6. Under exceptional circumstances, ministers can choose to temporarily waive these principles. This may happen when there are major events of national and international importance, or an event that is catastrophic in nature.

**Authority to deploy**

7. Military resources are not specifically set aside for assisting in an emergency, so any assistance will depend on what assets are available at the time. Involvement by the military chain-of-command and Defence Ministerial approval is necessary for assets to be deployed.

8. Armed Forces support must always be at the specific request of the Civil Authorities and in almost all circumstances requires the specific authorisation of Defence Ministers. The General Officer Commanding London District has the authority to deploy personnel under his command immediately without reference to higher command if they can be immediately helpful in alleviating distress and saving lives and property.

**Reaction to an ‘Immediate Impact’ Emergency**

9. For an ‘immediate impact’ event, HQ London District at Horse Guards, Whitehall, will task one of the Joint Regional Liaison Officers (JRLOs) to attend the Strategic Co-ordination Centre (SCC), if formed, and will provide a single point of contact for Military Aid requests (except Special Forces). All requests should be made through the Chair of the Strategic Coordination Group (SCG).

10. Some niche capabilities, such as engineers, aviation, and explosive ordnance disposal, are already used and their tasking and capabilities are well understood by the MPS and do not require Ministerial Approval.

**General Capabilities**

11. Able to provide the military command, control and communications based on HQ LONDIST enabling a 24/7 capability, in order to supervise and carry out tasks in support of and in coordination with the Emergency Services and Local Authorities.

12. Able to be logistically self supporting.

13. Able to be flexible and responsive, but operate only within own capabilities.

14. Personnel for unarmed general duties might be made through HQ LONDIST for the crisis and consequence management phases of a major ‘immediate impact’ emergency.

15. These tasks might include:

- **Reconnaissance.** Deployment of small command teams to assist the Emergency Services in determining the extent of, and monitoring an incident.

- **Public Control.** Assistance to MPS in controlling access and crowd management, but short of involvement in maintenance of ‘public order’ which remains a police responsibility.

- **Evacuation.** Assist the police in the control or channelling of large numbers of public in the incident area.
• Route Guidance. Identification and securing of safe routes around the incident area.
• Cords. Provision of personnel for cordon. A police presence would be expected perhaps on a ratio of 1:5 soldiers.
• Access Control. Assisting police control at RV/access points. Provide marshals to control or channel large numbers of people in particular at RVs and access points.
• Media Handling. Assist in handling the media and other non-governmental agencies.
• Stores Protection and Distribution. Assist in protecting and transporting stores and supplies including medicines.
• Key Installations. Supporting the police to prevent looting and theft, particularly if key installations are directly affected by the incident.
• Mass Casualties. Personnel may be required to give limited emergency first aid, stretcher evacuation, aid to walking wounded, locating, securing and marking bodies or body parts and support to the medical services to enable access and evacuation.
• Engineering Tasks. The civil and local authorities will retain the lead on any civil engineering tasks but may be supported by Royal Engineer assets if available. Troops may be tasked to provide assistance with site search and safety checks, provision of flood or water defences and the use of boats and assistance with the removal of debris from areas where people might be trapped or where key facilities are buried.
• Temporary Accommodation. Secure, organise, and control emergency or temporary accommodation.
• Water and Feeding Points. In addition to integral catering and water, support troops may be asked to man and control both feeding points and water points at the site and assist with supply of food to areas of the incident.
• Rest Centres. Assist Local Authorities manage premises designated for temporary accommodation for evacuees.

16. Troops will always deploy as a self-contained formed body under command of an Officer or Non-Commissioned-Officer (NCO) throughout the period of military involvement. They will initially report to and work under the direction of the emergency services’ Operational Commander. A Military Liaison Officer (MLO) will also deploy as the military point of contact at Operational, Tactical and Strategic levels.

17. After the immediate response to an incident, it is less likely that the military would be made available during the Consequence and Recovery phase of an emergency. However, the same caveats would apply should the Recovery Coordination Group (RCG) seek support.

Reaction to a ‘Rising Tide’ Emergency

18. On the outset of a ‘rising tide’ emergency, military advice should be sought from HQ London District through the JRLOs. While informal discussion and contingency planning may take place at a local level, the Civil Authority must submit a formal request, through the Home Office to the MOD for military aid before the chain-of-command will take action.

19. Requests for MACA support should be submitted in good time and should articulate clearly not only the effect required, but also why military resources are needed to achieve it.

Costs

20. Defence Funds are granted for Defence Purposes. Where work is done by the Armed Forces for other purposes, the MOD is required by ‘Treasury Rules’ to secure reimbursement for the costs incurred. MACA activity is, with few specific exceptions, such as the niche capabilities
mentioned above, not funded within the MOD vote and is conducted on a repayment basis. This is normal practice within Government Departments. There are 3 charging levels:

21. ‘Zero costs’ – costs would be waived where life is at risk or in other exceptional circumstances. The decision would normally be taken centrally although Commanders are empowered to respond immediately to save life. In a major ‘immediate impact’ situation a ‘Zero cost’ basis is likely until the Recovery phase when the military will seek to withdraw or costs may at least start being assessed.

22. ‘Marginal costs’ – Recover the costs that would not otherwise have been incurred by the MOD. This is applied when a task is undertaken on behalf of the civil authorities or another Government department for ‘rising tide’ events.

23. ‘Full costs’ – All costs, direct and indirect, including basic pay and allowances of personnel.

24. The charging policy may change between charging mechanisms during the course of a MACA operation. Marginal costs are likely to be applied in the early stages of a response to an emergency, increasing to full costs levied during the recovery phase, due to protracted Defence involvement and the resulting impact on MOD primary output. When in the national interest, MOD ministers may agree to reduce or waive costs.
Annex K – Safety

1. In the event of major incidents a wide range of both physical, psychological and safety hazards may be faced by both the public and the blue light service responders; all of which need to be managed appropriately if the safety of staff and the public is not to be put at unacceptable risk.

2. The police and other blue light services responding to a major incident need to quickly identify and manage hazards during the initial incident response and subsequent investigation and recovery stages.

3. The responsibility for health and safety of staff at a major incident rests with each agency respectively, but should be coordinated through the strategic commander.

4. An initial scene assessment (dynamic risk assessment as part of the Joint Decision Model) will need to be undertaken in an attempt to identify any immediate potential hazards to staff that may be expected to work at the scene/s.

5. To identify all significant hazards and to set a safety strategy the tactical and strategic commanders should consider requesting that the responding agencies form an incident safety advisory cell to ensure continuity of hazard identification, and that risk control measures are appropriately managed by each agency. The incident safety advisory cell should comprise of a relevant multi-agency core of operational practitioners, health, safety and medical professionals and scientific advisors that are able to advise on the health, safety and aligned operational issues.

6. The incident safety advisory cell should:
   - Set the strategy for safety;
   - Support the tactical commander:
     - Implement the operational plan and support the development of safety options to support informed operational decision making;
     - Coordinate an oversight of safety and health advice/support; (immediately to advise on the scene hazard profile, support assess/monitor hazards and activity, recovery and clean up etc.). Including:
       - Hazard profiling of the scene
       - Supporting the development of scene risk assessments and management of hazards including safe systems of work;
       - Provision of pragmatic safety advice for what can often be a dynamic changing scenario and environment

Factories and other industrial sites

7. Some locations, such as factories and other industrial sites, have a range of potential hazards including substances that are flammable, reactive, explosive, environmentally hazardous or toxic. Sometimes the hazards are multiple (for example flammable and toxic) and may involve corrosive or radioactive materials.

8. For some sites there are specific emergency plans made under the Control of Major Accident Hazards (COMAH) Regulations 2015. The Regulations apply mainly to the chemical and petrochemical industries, fuel storage and distribution, and businesses that:
   - Store fuels, including natural gas and Liquefied Petroleum Gas (LPG).
   - Have large warehouses or distribution facilities.
   - Manufacture and store toxic, flammable or explosive materials.
9. In the context of COMAH incidents, the term ‘major accident’ is used by those agencies involved and should not be confused with the term ‘major incident’. ‘Major accident’ means an occurrence (including a major emission, spillage, fire or explosion) resulting from uncontrolled developments in the course of the operation of any establishment and leading to serious danger to human health or the environment, immediate or delayed, inside or outside the establishment, and involving one or more dangerous substances. A major accident necessarily entails the invoking of the relevant COMAH External Emergency Plan.

10. Enforcing authorities, including the Health and Safety Executive and Environment Agency, will need access to such locations following major accidents and may need to gather evidence.

Control of Major Accident Hazards (COMAH)

Major Accident Hazard Pipelines (MAHP):

11. There are 350 Km of Major Accident Hazard Pipelines (MAHP) in London operating at between 7 bar to 70 bar pressure. They all carry stenched and unstenched natural gas. These pipelines are owned and operated by:

- Cadent Gas
- Southern Gas Network
- National Grid
- Enfield Energy
- Barking Power

12. First responders need to consider the following when attending an incident on MAHP:

- Must approach location upwind with caution.
- Implement a minimum of a 750m cordon, unless or until advised otherwise by the pipeline operator and a dynamic risk assessment has undertaken.
- Gather incident information from pipeline operatives / representatives, if present.
- Obtain and share with other responders the latest weather forecast / meteorological information.
- Responders should implement a restricted/hazard zone and cover the surrounding risks if any of the following indicators are present or reported:
  - Visible indicators: Fire and/or explosion, debris
  - Audible indicators: Hissing/roaring, explosion
- If the smell is coming from a pipeline, there is the potential for ignition/explosion. However, the smell is detectable at low concentrations and is not on its own a good indicator of the nature of incident.

13. Warning: Escaping gas may produce harmful noise levels, responders must be made aware that standard issue hearing protection may not afford adequate protection.

14. Contact the Duty Manager on the National Gas emergency immediately on 0800 111 999.

15. Network operator attendance may be up to 2 hours. Attendance can be accelerated via police escort – refer to Operation Bunsen.

Fire Brigade HMEPO

16. Certain fire officers who have completed the Hazardous Material and Environmental Protection Course at the Fire Service College will be nominated as Fire Brigade ‘Hazardous Material and Environmental Protection Officers (HMEPOs).
17. HMEP officers are mobilised to a range of incidents that involve or have potential to involve hazardous materials. They have the ability to liaise with the LFB scientific advisors or ask for their attendance if required. Where radiation is suspected or involved the HMEP officers will carry out the role of Radiation Protection Supervisors. The LFB scientific advisors will carry out the role of Radiation Protection Advisor in accordance with the Ionising Radiation Regulations 1999.

18. The role of the London Fire Brigade’s Scientific Adviser is to provide relevant scientific and technical help to the fire brigade that will allow them (and the other emergency services) to resolve CBRN and Hazmat incidents in a rapid and safe manner with minimal risk to their personnel, the public, or the environment.
Annex L – Other assistance

Voluntary Sector

1. The London Voluntary Sector are able to provide both general and specialist support to the emergency services, local authorities, health and other organisations as well as the public in a number of generic areas.

2. These elements of support may be requested as required by more than one agency at any time. It is anticipated that at times of particularly high demand, the London Strategic Coordinating Group (SCG) may seek to determine priorities. However, this does not imply that the emergency services or other agencies should not make enquiries of any part of Voluntary Sector for appropriate resources as required.

3. The London Resilience Partnership, Voluntary Sector Capabilities Document is the core document that indicates which Voluntary Organisations may be able to provide assistance at the scene of a Major Incident, close by (i.e. Rest Centre, Survivor Reception Centre or Friends and Relatives Reception Centre) or elsewhere. This document lists various specialist services that are available from voluntary organisations, described generically as:
   - Welfare
   - Psychosocial Aftercare
   - Spiritual care & religious services
   - Medical Support
   - Search & Rescue
   - Transport & Escort
   - Communications
   - Documentation/Administration
   - Financial services; and
   - Equipment & resources available

4. Whilst it is anticipated that the emergency services and other organisations will seek assistance from the Voluntary Sector it should not assume that the response will necessarily be provided free of charge. Organisations should be aware of the funding arrangements for each organisation. These can be found in the London Resilience Partnership Voluntary Sector Capabilities Document.

Utility companies

5. The utility companies can be mobilised by any of the emergency services and will normally be coordinated by police in the first instance.

6. They are able to control gas, water and electrical supplies. They can also provide communications facilities.
Annex M – London Resilience Partnership frameworks

1. This annex provides a list of the London Resilience Partnership frameworks and guidance documents. The suite of documents is available on the London Prepared website www.londonprepared.gov.uk. Due to security considerations, some documents are classified as OFFICIAL-SENSITIVE and only available on the ResilienceDirect (RD) extranet.

Generic capability documents
1. Strategic Coordination Protocol
3. London Resilience Communication Group Emergency Plan (only available on RD)
4. Recovery Management Protocol
5. Voluntary Sector Capabilities Document
6. London Local Authority Gold Arrangements (only available on RD)

Specific capability documents
7. Science and Technical Advice Cell Arrangements (only available on RD)
8. Humanitarian Assistance Framework
9. Mass Casualty Framework
10. Mass Fatalities Framework
11. Excess Deaths Framework
12. Mass Evacuation Framework
14. Structural Collapse Response and Recovery Framework
15. CBRN(e) Response Framework (only available on RD)

Risk specific documents
16. Severe Weather and Natural Hazards Framework
17. Strategic Flood Response Framework
18. Drought Response Framework
19. Pandemic Influenza Framework
20. Control of Major Accident Hazards (COMAH) Emergency Plans (only available on RD)
21. Pipeline Safety Regulations (PSR) Emergency Plan (only available on RD)
22. Radiation (Emergency Preparedness and Public Information) Regulations (REPPIR) Emergency Plan (only available on RD)
23. Cyber Incident Framework

Service disruption specific documents
24. Power Supply Disruption Framework
25. Water Supply Disruption Framework
26. Disruption to Telecommunications for Responders Plan (only available on RD)
27. Fuel Disruption Protocol (only available on RD)
For information, please contact:

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**LONDON RESILIENCE GROUP**

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