Document Control

Title and Ownership
This document is entitled the States of Jersey Emergency Measures Plan and can be known by its acronym ‘SOJEMP’. It replaces the 2004 version having been through a review process from August 2011. The Emergency Planning Board (EPB) has the rights of ownership of this document, with publication and distribution being agreed by the EPB members. The Emergency Planning Officer (EPO) should be advised immediately of any changes in circumstances that may materially affect the plan in any way.

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Protective Marking
This document is not subject to protective marking classification and is suitable for disclosure under the directions of the Freedom of Information guidelines.

Acknowledgements
The Emergency Planning Board would like to acknowledge the assistance received from the following organisations and publications in the writing of the SOJEMP.

London Emergency Services Liaison Panel – Major Incident Procedure Manual
Essex Resilience Forum – Combined Operational Procedures for Essex
United Kingdom Cabinet Office – Central Government’s Concept of Operations

The contents of the SOJEMP has been drafted in accordance with the latest agreed procedures of the States of Jersey Emergency Services and recognise good practice agreed by the Association of Chief Police Officers (ACPO), the Chief and Assistant Chief Fire Officers Association (CACFOA), and the Ambulance Service Association (ASA). Consultation has been undertaken widely across Jersey including parishes, the voluntary sector and the military.

Amendments and Version Control
A review of this document will take place every three years, led by the EPO. Partner organisations must notify the EPO of any amendments or additions they seek to have included. These can be sent by email to the EPO at envprotection@gov.je

<table>
<thead>
<tr>
<th>Amendment</th>
<th>Date</th>
<th>Name</th>
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Section 1 Introduction

1.1 The States of Jersey Emergency Measures Plan, Version 4, was last revised in 2012. The plan provides a framework for the Emergency Services, States Departments, Utilities Companies and Voluntary Agencies in planning their detailed responses to any emergency that may impact on the community. It also provides members of the Emergencies Council with guidance on their responsibilities under the Emergency Powers and Planning Law 1990, following the declaration of a ‘State of Emergency’.

1.2 The Emergency Measures Plan (EMP) remains a valuable source document and the latest revision seeks to continue engagement with the wider community and organisations, both States led and voluntary, that will be in a position to act in collaboration when faced with an emergency.

1.3 The purpose of this document is to outline the agreed procedures and arrangements for coordination of an emergency response, joint efforts that will support a more robust and effective overall response by the emergency services.

1.4 The EMP provides details of the procedures, responses and responsibilities of the Emergency Services at a major or serious incident, as well as an outline of the support role offered by key States Departments and voluntary organisations. It will enhance awareness and encourage a better understanding for the individual specialists involved in working with each other in a coordinated way.

1.5 The procedures detailed within the EMP give an overarching account of activities at, or ancillary to, the scene of the incident and include references to roles and responsibilities of some non-emergency service organisations. Detailed descriptions of single service functions are not included. It is acknowledged that a wide range of organisations are likely to be involved in supporting the response of the emergency services at a major incident, and it should be noted that the list of organisations included in the EMP is not exhaustive.

1.6 Every major incident is unique, generating different issues and demands, and the advice contained within this plan should be regarded as guidance. It is designed to offer a framework within which those who are responsible for the successful resolution of the incident are able to work together with maximum efficiency.

1.7 Experience shows that what may initially seem to be a relatively harmless set of circumstances can easily escalate to the level of a major incident if not handled rapidly and with competence.
1.8 It should be noted that the principles and general procedures set out in the plan would also apply to major incidents involving acts of terrorism.

1.9 The EMP follows the philosophy of the *HM Government (2005) Central Government Arrangements for Responding to an Emergency – Concept of Operations* that lists eight guiding principles underpinning the response to all incidents.

- **Preparedness** – all those individuals and organisations that might have to respond to emergencies should be properly prepared, including having clarity of roles and responsibilities
- **Continuity** – response to emergencies should be grounded in the existing functions of organisations and familiar ways of working, albeit delivered at a greater tempo, on a larger scale and in more testing circumstances
- **Subsidiary** – decisions should be taken at the lowest appropriate level, with co-ordination taking place at the highest level necessary. Local responders should be the building block of response at any scale
- **Direction** – clarity of purpose should be delivered through a strategic aim and supporting objectives that are agreed and understood by all involved, to prioritise and focus the response
- **Integration** – effective co-ordination should be exercised between, and within, organisations and tiers of response, as well as timely access to appropriate guidance and appropriate support for the local or regional level
- **Communication** – good communication is critical to an effective response. Reliable information must be passed correctly and without delay between those who need to know, including the public
- **Co-operation** – positive engagement, based on mutual trust and understanding, will facilitate information sharing and deliver effective solutions to issues arising
- **Anticipation** – risk identification and analysis is needed of potential direct and indirect developments to anticipate, and thus manage, the consequences

1.10 **Common Objectives**
The following common objectives apply to all organisations responding to an emergency or major incident:

- Save and protect human life
- Relieve suffering
- Contain the emergency, limiting its escalation or spread
- Provide the public and businesses with warnings, advice and information
- Protect the health and safety of responding personnel
- Safeguard the environment
- Protect property, as far as reasonably practicable
- Maintain and/or restore critical activities
- Maintain normal services at an appropriate level
- Promote and facilitate self-help in the community
- Facilitate investigations and inquiries (e.g. by preserving the scene, and
- Facilitate the recovery of the community (including humanitarian assistance, the economy, infrastructure and environmental impacts)
- Evaluate the response and recovery effort, highlighting best practice and taking appropriate action to implement improvements

1.11 Details of the specific roles and responsibilities of responders can be found at Section 4, Key functions of Emergency Responders and Appendix A, Responsibilities of Key Responders
Section 2   Emergency Powers and Planning (Jersey) Law 1990

2.1 Overview
The Emergency Powers and Planning (Jersey) Law 1990 instructs the establishment of a States of Jersey Emergencies Council, and prescribes the Council’s functions and powers in an emergency.

2.2 The functions of the Emergencies Council (EC)
The functions of the Emergencies Council are to: ‘Coordinate the planning, organisation and implementation generally of measures which are designed to guard against, prevent, reduce, mitigate or overcome the effects or possible effects of any happening event or circumstance that causes or may cause loss of life or injury or distress or hardship to persons or that in any way endangers or may endanger the health or safety of the community or that in any way threatens to deprive the community of the necessities of life.’

2.3 Emergencies Council (EC)
The EC is the overarching body responsible for dealing with emergencies in Jersey. The Council holds full executive powers for decision-making and strategy in the event of major emergency, and provides the legislative controls and political direction for its overall management.

2.4 The Emergencies Council is chaired by the Chief Minister and has the following membership:
- Minister for Home Affairs
- Minister for Economic Development
- Minister for Transport and Technical Services
- Minister for Health and Social Services
- A Connétable, nominated by the Comité des Connétables
- The Bailiff, Lieutenant Governor and Attorney General (are entitled to attend, and be heard at any meeting of the Council)

2.5 The EC has delegated the responsibility of day-to-day management of emergency planning to the Emergency Planning Board (EPB) chaired by the Chief Executive to the Council of Ministers.

2.6 Emergency Planning Board (EPB)
The EPB is a strategic level, multi-agency body responsible for civil protection in Jersey. The overall purpose of the forum is to ensure there is an appropriate level of preparedness to deliver an effective multi-agency response to emergencies.

2.7 The EPB is chaired by the Chief Executive to the Council of Ministers and has the following membership:
- Chief Officer, States of Jersey Police
- Chief Officer, States of Jersey Fire and Rescue Service
- Chief Officer, States of Jersey Ambulance Service
- Coastguard and Vessel Traffic Services (VTS) Manager, Jersey Coastguard
- Chief Executive, Health and Social Services Department
- Assistant Chief Executive, Chief Minister’s Department
- Medical Officer of Health
- Director of Health and Safety Inspectorate
- Chief Officer, Transport and Technical Services Department
- Chief Officer, Economic Development
- Director of Environment
- Joint Military Liaison Officer, 43 Wessex Brigade
- Group Operations Director, Ports of Jersey
- Representative of the Chefs du Police

2.8 The EC and EPB recognise that Jersey may require support from emergency responders from the United Kingdom in the event of a major incident or civil emergency such as an aviation accident or terrorist incident.

2.9 It is therefore vital that emergency arrangements in Jersey are fully integrated with those in the United Kingdom to ensure efficient and effective response to an emergency where these agencies may be required to work together to resolve an emergency.

2.10 To support the development of a fully integrated response to major incidents in Jersey, the EC and EPB have accepted the principles of the United Kingdom Civil Contingencies Act 2004, which delivers a single framework for civil protection in the United Kingdom to reflect the challenges of the 21st Century. This legislation, together with its accompanying regulations (Emergency Preparedness, Guidance on Part 1 of the Civil Contingencies Act 2004) and non statutory arrangements (Emergency Response and Recovery), can be accessed through the Emergency Planning web site at: www.gov.je/emergencyplanning

2.11 Resilience Structure
The EPB has created a multi-agency resilience structure within which a number of working groups have been established to manage and develop the Island’s emergency and contingency plans.

2.12 In addition, task and finish working groups will be established from time to time to deal with emerging issues.

2.13 The Emergency Planning Officer maintains an Emergency Planning web site detailing these working groups that can be accessed at: www.gov.je/emergencyplanning
Section 3  Major Incidents

3.1  Definition of a Major Incident
A major incident is any emergency that requires the implementation of special arrangements by one or all of the emergency services, and will generally include the involvement, either directly or indirectly, of large numbers of people. For example:
- rescue, treatment and transportation of a large number of casualties
- large-scale combined resources of the emergency services
- mobilisation and organisation of the emergency services to manage the threat of death, serious injury or homelessness to large numbers of people
- handling of a large number of enquiries likely to be generated from the public and the news media (usually addressed to the police)

3.2  Acts of terrorism including suspected involvement of chemical, biological, radiological and nuclear devices are subject to a specific multi-agency response, supported by the United Kingdom. See Appendix B CBRN Incidents

3.3  Declaration of a Major Incident
A major incident can be declared by any member of the emergency services where any of the criteria outlined above has been satisfied. In certain circumstances, such as severe weather, the States of Jersey Departments may declare a major incident.

3.4  What is deemed a major incident to one of the emergency services may not necessarily be so to another, each of the other emergency services will attend with an appropriate pre-determined response. This is so even where they may be deployed in a ‘stand-by capacity’ and are not directly involved in the incident.

3.5  Most major incidents are considered to have four stages:
- the initial response
- the consolidation phase
- the recovery phase
- the restoration of normality

3.6  An investigation into the cause of the incident, together with the attendant hearings, may be superimposed onto the whole structure.
Section 4  Key Functions of Emergency Responders

4.1  General
The saving of life and rescue will always be a primary function required of the emergency services. Responsibility for the rescue of survivors lies with the Fire and Rescue Service and Jersey Airport Rescue and Fire Service. The care and transportation of casualties to hospital is the responsibility of the Ambulance Service. The Police will support these operations by co-ordinating the emergency services, States Departments and other agencies.

4.2  States of Jersey Police
The primary responsibilities of the States of Jersey Police at a major incident are:
  the saving of life together with the other emergency services
  the co-ordination of the emergency services, applicable States Department(s), Parishes and other organisations at the scene of the incident
  to secure, protect and preserve the scene with the use of cordons
  implementation of traffic management arrangements
  the investigation of the incident and obtaining and securing of evidence in conjunction with other investigative agencies where applicable
  the collection and distribution of casualty information
  the investigation of the cause and circumstances of unexplained or sudden deaths, including the recovery of and identification of the dead on behalf of the Coroner
  the prevention of crime
  family liaison
  short-term measures to restore normality
  protection of property
  reassurance for survivors and their families, establishing reception centres where appropriate, in conjunction with other States departments
  working with the Media, thus allowing for the provision of open, factual, and accurate information, seeking to reassure the public and those directly involved
  maintain public order and the rule of law through the implementation of business continuity plans

4.3  Honorary Police
The primary responsibilities of the Honorary Police at a major incident are:
  the saving of life, in support of the other Emergency Services
  support the States of Jersey Police
  provide a Honorary Police Bronze commander to manage resources
  to secure, protect and preserve the scene, and to control access to people and traffic through the use of cordons and road closures
  short-term measures to restore normality
  maintain emergency cover throughout the Island, and supporting the return to a state of normality at the earliest time
4.4 **States of Jersey Fire and Rescue Service**

The primary responsibilities of the Fire and Rescue Service at a major incident are:

- life saving, through search and rescue
- fire fighting and fire prevention
- rendering humanitarian assistance
- assisting police with the recovery of bodies
- detection, identification, monitoring and management of hazardous materials and protecting the environment
- provision of hazardous material and environmental protection advice in the emergency phase of a HAZMAT incidents, and incorporating advice to all relevant services on contamination risk
- providing emergency and primary decontamination of casualties and facilitating mass decontamination
- salvage and damage control
- safety management within the inner cordon
- maintaining emergency service cover in the Island and supporting the return to a state of normality at the earliest time

4.5 **Jersey Airport Rescue and Fire Service**

The primary responsibilities of the Airport Rescue and Fire Service at a major incident are:

- life saving, through search and rescue
- fire fighting and fire prevention
- providing Triage on scene
- rendering humanitarian assistance
- assisting the police with the recovery of bodies and preservation of evidence
- assisting with aircraft recovery and damage control
- safety management within the inner cordon
- providing technical and resource support to Islands Emergency Services in the event of an off airfield aircraft accident
- providing support to the States of Jersey Fire and Rescue Service in the event of an Island Emergency

4.6 **States of Jersey Ambulance Service**

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

- to save life, together with the other emergency services
- to provide treatment, stabilisation and care of those injured at the scene
- to provide appropriate transport, medical staff, equipment and resources
- to establish an effective triage system to determine the priority evacuation needs of those injured and to establish a safe location for casualty clearing, i.e. triage area
- to assist the Police with the recovery of and transport of bodies
- to provide a focal point at the incident for all Health and Social Services and other medical resources
- to provide communication facilities for Health and Social Services
resources at the scene, with direct radio links to the General Hospital, control facilities and any other agency, as required

- to alert the General Hospital to receive those injured and inform other agencies
- to provide transport to the incident scene for the Medical Incident Officer (MIO), mobile medical/surgical teams and their equipment
- to arrange the most appropriate means of transporting those injured to the general hospital or other nominated specialist hospitals and medical facilities
- In the context of mass decontamination, the ambulance Service have overall responsibility for the delivery and coordination of clinical care in the pre-hospital phase of the incident and will, therefore, set priorities for life saving interventions. They will be closely supported by the Fire and Rescue Service.
- to alert and co-ordinate the work of the Voluntary Aid Societies within the relevant areas of the ambulance service
- to maintain emergency cover throughout the Island, and support the return to a state of normality at the earliest time

4.7 Jersey Coastguard

The primary responsibilities of Jersey Coastguard at a major incident are:

- response, initiation and co-ordination of maritime Search and Rescue Units (resources) (SRUs) in territorial waters
- liaison with Guernsey Coastguard (MRCC Guernsey), French Coastguard (CROSSs Jobourg and Corsen), HM Coastguard (MRCC Falmouth) and UK Aeronautical Rescue Co-ordination Centre (ARCC Kinloss)
- liaison with UK Maritime and Coastguard Agency (MCA), French Préfecture Maritime (PREMAR) and Marine Accident Investigation Branch (MAIB) if required
- identification and co-ordination of Casualty Landing Points (CLP)
- coordinate duties of Receiver of Wreck, Counter Pollution and Salvage requirements

4.8 Health and Social Services Department

The primary responsibilities of Health and Social Services (H&SS) at a major incident are:

- to activate the hospital emergency co-ordination centre and supporting agencies
- to lead the provision of Humanitarian Assistance
- to coordinate the public health and health protection responsibilities
- liaison with the United Kingdom Department of Health to support the local effort using regional, national or international mutual aid
- direct liaison with the H&SS representative at the Strategic Coordinating Group
- to provide appropriate clinical settings for the treatment of people with minor injuries at reception centres, minor injury centres and general practice facilities
to coordinate general hospital bed capacity
administration of medications, prophylaxis, vaccines and counter measures
to provide psychological and mental health support to staff and patients
to assess the medium term impact on the community and establish priorities for the restoration of normality
to provide a safe and secure environment for the assessment and treatment of patients and staff
to provide clinical response including provision of general support and specific/specialist health care advice and, where appropriate, replacement medication, to casualties, evacuees, survivors, relatives and responders
to maintain communications with relatives and friends of existing patients and those from the incident, the Casualty Bureau, local community and media
to maintain Health and Social Services cover throughout the Island and support the return to a state of normality at the earliest time

4.9 Explosive Ordinance Disposal (EOD)
The primary responsibility of the Island’s EOD Officer is:
- to provide an initial assessment and the disposal of explosive ordinance

4.10 States of Jersey Departments
The primary responsibilities of the States of Jersey at a major incident are:
- to provide support for the Emergency Services
- to coordinate the deployment of States Departments’ resources
- to provide technical, engineering, building control, highways services, public health and environmental advice
- to provide support and care for the local and wider community
- to provide representation at strategic, tactical and operational command levels
- to deploy liaison officers where necessary
- to collect, collate and disseminate information regarding the incident to relevant agencies and organisations
- to request military assistance in appropriate instances
- to coordinate response with the United Kingdom and other jurisdictions, including the management of any political or VIP visits to the scene of the incident and/or relevant command/response areas, in conjunction with the lead emergency service
- to manage the release of information to the news media and information and advice to the public, in conjunction with the Police or lead States Department
- to maintain States cover throughout the Island and lead the return to a state of normality at the earliest time
4.11 **Chief Minister’s Department**

The primary responsibilities of the Chief Minister’s Department at a major incident are:

- to support the States response to the emergency
- to enable the Chief Executive to develop the Emergencies Council’s strategic options and initiate a response
- to coordinate and manage any international impact of the incident including visits by oversees VIPs

4.12 To facilitate this response the Chief Minister’s Department may establish an Emergency Centre (CMDEC) at the Concord Room, 4th Floor of Cyril Le Marquand House, directed by the Assistant Chief Executive and coordinated by the Emergency Planning Officer.

4.13 The CMDEC will manage the functions of key areas of work needed to ensure a consistent and corporate response to the emergency, including:

- secretariat – the management team responsible for day to day logistics of the CMDEC
- information cell – collating, analysing and reporting on incoming information
- situation cell – management of outgoing information to partners and responders
- briefing cell – researching and providing information for Ministers and Chief Officers
- media and communications cell – management and feedback of Media and communications strategy
- business continuity cell

4.14 **Transport and Technical Services Department**

The primary responsibilities of the Transport and Technical Services Department at a major incident are:

- to maintain and operate flood defences on watercourses, land and coastlines and, where practical, to warn those at risk from flooding
- to respond to flood events by controlling flood defence equipment or recovery, such as pumping out of floodwaters from land or properties
- to handle the disposal of hazardous substances and waste
- to provide specialist traffic management to assist with incident response and recovery
- to provide engineering assistance, as appropriate, to support the recovery phase of an incident
- to provide additional vehicle fleet of specialist vehicles, plant and or 4x4’s
- to act as point of contact with the “Bus Service Operator” to provide a bus service for, and on behalf of, the States of Jersey should large scale evacuation be required
4.15 Environment Department (Including Jersey Meteorological Office)
The primary responsibilities of the Environment Department at a major incident are:

- the environmental protection of land, water resources in the Island, animal and plant health
- to advise and assist in the prevention and/or mitigation of the effects of pollution arising from an incident
- to advise on the disposal of hazardous substances and waste
- to advise and assist in the restoration and monitoring of the environment following an incident
- to gather evidence to support any prosecution or enquiry
- to lead on investigation, reporting and incident management of Notifiable Diseases in animals managed by the States Veterinary Service
- to provide scientific or technical resources relevant to the response of the incident
- to provide and operate a Meteorological Service to issue Weather Forecasts/Products, Weather Alerts/Warnings and provide Meteorological scientific advice to inform the response and recovery from an emergency

The Jersey Meteorological Office Coastal Flood will provide warnings as detailed in the following table.

<table>
<thead>
<tr>
<th>Colour</th>
<th>Threshold</th>
<th>Average Usage</th>
<th>Likely Damage</th>
<th>Mitigating Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green</td>
<td>No Threat</td>
<td>Occasionally</td>
<td>Some debris Waves over sea walls</td>
<td>None</td>
</tr>
<tr>
<td>Yellow</td>
<td>Tide Alert</td>
<td>Occasionally</td>
<td>Widespread waves over sea walls and minor flooding</td>
<td>Caution near sea walls</td>
</tr>
<tr>
<td>Orange</td>
<td>Tide Warning</td>
<td>Very Infrequently</td>
<td>Widespread waves over sea walls and minor flooding</td>
<td>Sandbagging exposed areas</td>
</tr>
<tr>
<td>Red</td>
<td>Flood Warning</td>
<td>Once every few years</td>
<td>Serious flooding South and / or southeast coasts</td>
<td>Heed advice of authorities Stay away from coastline</td>
</tr>
</tbody>
</table>
Section 5  Actions by First Emergency Responders at the Scene

5.1 The immediate priority of the first emergency responder at the scene of an incident, from any of the Emergency Services, is to assess the scale of the incident and inform the appropriate service control room, maintaining radio contact as the necessary response is instigated.

5.2 Immediate Assessment – STEP 1 2 3
The first emergency responder at the scene supported by personnel receiving initial report(s), e.g. control room staff, must conduct an immediate assessment of any possibility of the incident involving chemical, biological, radiological or nuclear (CBRN) agents. This assessment will be carried out using the Safety Triggers for Emergency Personnel, STEP 123 that can provide an initial indication of the potential presence of a Chemical, Biological, Radiological or Nuclear agent.

<table>
<thead>
<tr>
<th>STEP 1</th>
<th>ONE Casualty</th>
<th>Approach using normal procedures</th>
</tr>
</thead>
<tbody>
<tr>
<td>STEP 2</td>
<td>TWO Casualties (Same time, same place and similar unexplained symptoms)</td>
<td>Approach with caution, consider all options Report on arrival Update control room</td>
</tr>
<tr>
<td>STEP 3</td>
<td>THREE or MORE Casualties (Same time, same place and similar unexplained symptoms)</td>
<td>Do not approach Withdraw, Contain, Report Isolate yourself and request specialist help</td>
</tr>
</tbody>
</table>

5.3 Operational Commander Roles & Responsibilities
The overarching aim of the Operational Commander is to ensure rapid and effective actions are implemented that save lives, minimise harm and mitigate the incident. To achieve this they will need to:
- Make an initial assessment of the situation and ensure appropriate resources are requested and where appropriate, that a declaration of a major incident takes place
- Have an understanding of the role of each agency in the effective management and coordination of victims, survivors and relatives
- Use the Joint Decision Model (JDM) to establish shared situational awareness by agreeing a common view of the situation, its consequences and potential outcomes and the actions required for its resolution
- Carry out a briefing at the earliest opportunity. Ensure the message is clear and commonly understood, at regular intervals
- Convene joint meetings and use the JDM to share and coordinate information, intelligence and operational plans, to ensure multi-agency compatibility and a clear understanding of the initial tactical priorities and ongoing tactics
• Using the JDM, maintain shared situational awareness through effective communication to all multi-agency organisations, to assist in the implementation of the operational plan
• Using the JDM, construct a joint action plan, and priorities necessary for its execution, in sufficient detail for each service to have a clear understanding of the other responders’ future activities by nature, location and time. Understand all the multi-agency Operational Commander roles, core responsibilities, requirements and capabilities (including gaps)
• Identify and agree the triggers, signals and arrangements for the emergency evacuation of the scene or area within it, or similar urgent control measures.
• Using the JDM, conduct, record and share ongoing dynamic risk assessments, putting in place appropriate control measures with appropriate actions and review
• Understand how continually changing hazards/risks affect each organisation and work with multi-agency colleagues to address these issues
• Ensure legal and statutory responsibilities are met and actioned in relation to the health, safety and welfare of individuals from their organisation during the response
• Make and share decisions within agreed level of responsibility, being cognizant of consequence management. Disseminate these decisions for action to multi-agency colleagues
• Using the JDM, identify and action the challenges their organisation’s operational plan may cause multi-agency partners
• Determine whether the situation requires the activation of the next level of command support (Tactical Co-ordinating Group) and make appropriate recommendation
• Update the Tactical Commander on any changes, including any variation in agreed multiagency tactics within their geographical/functional area of responsibility; Ensure appropriate support at the scene by their organisation, in terms of communications operatives and loggists
• Consider organisational post-incident procedures

5.31 Decide whether to declare a ‘major incident’. It is important that a major incident is formally declared as soon as possible. If the decision is to declare a ‘major incident’ the appropriate control room must inform the appropriate Duty Officer/Silver Commander and ensure that the other Emergency Service Control Rooms have been informed, together with an initial assessment of ‘inter-service requirements’ or ‘standby’.

5.4 ‘METHANE’
The first Emergency Responder is required to provide their Control with a detailed situation report using the mnemonic ‘METHANE’ to alert the services of a major incident and provide more detailed casualty information:

**Major** = Major incident declared
**Exact** = Exact location of incident, with map references if possible
**Type** = Type of incident, details of vehicles, buildings, and aircraft involved
Hazard = Hazards present and potential
Access = Access routes and suitable provisional rendezvous points (RVPs)
Numbers = Approximate number of casualties by priority category: P1 (Seriously injured), P2 (Moderately injured), P3 (Walking injured) P4 (Dead) & (P1 Expectant/Likely to die - blue corner of label turned down)
Emergency = Emergency services present and required including States Departments

5.5 Jersey Coastguard
Whilst Coastguard are unlikely to be first on the scene, the Jersey Coastguard Maritime Rescue Coordination Centre (MRCC) provides the response, initiation and coordination service for maritime search and rescue, counter pollution and salvage. Its role is to:
- receive distress and emergency calls from vessels or persons at sea or ashore
- mobilise, task and coordinate adequate resources in response to persons or vessels, either in distress at sea or to aid the States of Jersey Fire and Rescue Service assist persons at risk of injury or death on the cliffs or shoreline of Jersey
- provide support to other emergency service liaison officers at the MRCC
- liaise with ambulance and police in coordinating Casualty Landing Points as appropriate to incident position, SRUs, tidal and weather conditions
- liaise with neighbouring SAR authorities

5.6 States Departments
Although not usually first on the scene, once informed of an incident that requires a response, the States of Jersey will deploy an appropriate officer to the scene to liaise with the emergency services and to arrange for appropriate States of Jersey resources to support the emergency response teams.

5.7 When a Major Incident is declared, the States of Jersey (represented by the Chief Minister’s Department) may establish an Emergency Centre (CMDEC) to support the Executive and Political response to the incident.
Section 6  Scene Management

6.1  Cordons
Cordons are established around the scene:
- to guard the scene
- to protect the public
- to control access for people and traffic
- to prevent unauthorised interference with rescue and investigation of the incident
- to facilitate the operations of the emergency services

6.2  There are three levels of Cordon. Cordons will be coordinated by the Police in liaison with the Fire and Rescue Service who will provide advice on the size of the cordons in terms of hazards and health and safety issues. The police may also consult other emergency response commanders on the setting of cordons, as and when appropriate.
- **Inner Cordon** - provides immediate security of the hazard area and potential crime scene *(usually managed between the Police and Fire and Rescue Service)*
- **Outer Cordon** - seals off an extensive area around the Inner Cordon to control appropriate access and manage resource deployment
- **Traffic Cordon** - set up at or beyond the Outer Cordon to prevent unauthorised vehicle access to the area surrounding the scene

6.3  Scene Access Control Point
Access should be established at inner and outer cordons and controls should be enforced early in the emergency so that only authorised personnel with a justifiable reason are allowed access.

6.4  In terrorist or suspected terrorist incidents it is a criminal offence to contravene a prohibition or restriction imposed under the Terrorism (Jersey) Law 2002.

6.5  In non-terrorist incidents Police powers to establish and regulate cordons are governed by common law. In general, the Police will be justified in cordoning off an area in order to protect public safety, keep the peace and protect a crime scene or at the request of, and with the consent of, the landowner.

6.6  For all known or suspected terrorist incidents all personnel should be aware of the possibility of secondary devices. The police will be responsible for checking rendezvous points (RVPs), marshalling areas and cordons for suspicious objects.

6.7  **Inner Cordon**
The States of Jersey and Honorary Police will control all access to and exit from the inner cordon through a Cordon Control Point.
6.8 The States of Jersey Fire and Rescue Service and Jersey Airport Rescue and Fire Service are responsible for the safety management of all personnel within the inner cordon. At terrorist incidents the Counter Terrorism Command scene manager must also be consulted on safety issues.

6.9 Once cordons are set anyone without a dedicated role, or any person wearing clothing considered inappropriate for the circumstances of the incident, will be directed to leave the cordoned area.

6.10 To aid with the identification of authorised and approved personnel while in the inner cordon the Fire and Rescue Service will issue designated armbands. A record of all personnel already in, or entering, the inner cordon will also be created and maintained by the Fire and Rescue Service.

6.11 All emergency service organisations will also be responsible for creating and maintaining Service Logs of their own authorised and verified personnel entering and leaving the inner cordon. In addition, the Police will also maintain a log of representatives from the Utilities, and any other investigators deployed to the inner cordon.

6.12 Non-emergency service personnel providing assistance within the inner cordon will be directed to the appropriate command vehicle, prior to going into the inner cordon, for briefing, escorting and equipping as necessary and appropriate.

6.13 Emergency Evacuation Signal
The Fire and Rescue Service has an emergency evacuation signal which all personnel working in the inner cordon must be aware of, and respond to, should the area become hazardous. The Fire and Rescue Service will blow repeated, short blasts on a whistle and declare a safe point to withdraw to.

6.14 Outer Cordon
Police will control all access and exit points to the Outer Cordon. Non-emergency service personnel requiring access through the outer cordon will be vetted at the Scene Access Control Centre prior to attending the access point. Access to the Outer Cordon does not automatically authorise access to the inner cordon. Emergency Services Command and Control vehicles should be positioned between the inner and outer cordons, as should the RVP and marshalling area (see below)

6.15 Traffic Cordon
The traffic cordon is established to restrict access to the area surrounding the incident scene. Immediate action must be taken to ensure the free passage of emergency traffic to and from the incident and to prevent congestion at and around the incident.
Emergency, Specialist and Voluntary Services attending the scene will be directed as follows:
- emergency services initially to the RVP
- specialist and voluntary services to the Scene Access Control Centre for vetting, prior to direction to the RVP

6.16 Logistical Support
The level of logistical support and response to a major incident will be dependent on the nature, size and potential duration of the incident. The allocation and commitment of resources from responding agencies will be scaled to demand and, as such, arrangements for logistical support and resources management will vary accordingly.

6.17 The following generic definitions describe areas and locations used to support logistical and resource management at major incidents.

6.18 Rendezvous Points (RVP)
The RVP is a point to which in the first instance all emergency and specialist services may be directed prior to deployment to the scene of operations or to a designated marshalling area.

6.19 The RVP will normally be established within the outer cordon. The RVP will be under the control of a designated Police Officer wearing an appropriate reflective tabard.

6.20 The following criteria should be taken into consideration in identifying a suitable RVP:
- easy to find, hard standing area, large enough for all responding organisations
- sufficiently well lit
- access for large vehicles
- appropriate accommodation is available for deployed personnel
- there is a degree of security for vehicles while they are at the RVP

6.21 Marshalling Areas
A Marshalling Area, controlled by Police and Fire Service Officers, who will be identifiable by appropriate reflective tabards, should be established between the RVP and the scene. The actual location will be agreed through consultation between Police and Fire Service ‘Silver’ Commanders. The Ambulance Service would not usually be located within a marshalling area, but rather be located at appropriate ambulance parking and loading areas to facilitate the necessary ongoing arrival and departures of ambulance resources.
6.22 Marshalling Areas are designated for resources not immediately required at the scene and/or those that, having served their primary purpose, are being held for future use. It should, therefore, be an area suitable for accommodating large numbers of vehicles.

6.23 Marshalling Areas may also be used for briefing and debriefing, as well as for the recuperation of personnel involved in demanding work at the scene. The area can also be used for feeding, rest breaks, first aid, occupational health, equipment storage and service.

6.24 As the event is scaled down, the utilities and other contractors may need to maintain the area for the duration of the recovery phase.

6.25 Then initial location of the RVP(s) and Marshalling Area(s), will be jointly agreed following consultation between the Police and Fire Commanders Silver Incident Officers. However the location of Multi Agency Marshalling Areas and Multi Agency Holding Areas can only be determined between Police and Fire Commanders at Gold Level.

6.26 **The Forward Command Post (FCP)**
Co-location of commanders is essential and allows those commanders to perform the functions of command, control and co-ordination, face to face, at a single and easily identified location. This is known as the Forward Command Post (FCP), which is a location near to the scene, where the response by the emergency services is managed.

6.27 The FCP should be located to enable co-location of emergency service Command Units and appropriate utilities and States of Jersey responders.

The FCP will then be able to form the focal point from which the major incident will be managed by the ‘Silver’ Incident Officers who can jointly exercise their authority from this location.

6.28 **Location of Units**
The officer in charge of the first command and control unit on scene should make allowance for the siting of the other emergency services Command Units.

The site should:
- have sufficient space to accommodate all anticipated agency controls
- be away from the hazards of the scene, but close enough to maintain control
- be chosen carefully as relocation may prove extremely difficult

6.29 Ideally, the site will be served with good access, lighting and toilets. Realistically this will be unusual in operational terms. A wide thoroughfare or surface car park may be used as the FCP in the absence of more suitable accommodation.
6.30 The advice of the Fire and Rescue Service in matters of fire safety will be sought with regard to the placement of the FCP. This advice may change if the incident involves chemicals or other hazardous materials. The choice of the site would then be influenced by wind direction, strength and gradients. In this event the HAZMAT officer will advise on the most suitable location for the FCP.

6.31 The Police Incident Commander, having consulted with the other services, will be responsible for confirming or amending the siting of the Control / Command Units and will establish liaison between them.

6.32 The Emergency Services will usually set up an inter-agency communications link between Control and Command Units. These should be positioned close enough to ensure efficient liaison and co-ordination, while their proximity must not impair good radio communications. About 10 metres separation is ideal.

6.33 To aid identification the blue, red or green identifying lights on each of the main control vehicles of the emergency services will be switched on. The identifying lights on all other vehicles must be switched off, except where they are necessary to avoid accidents.

6.34 Scene Access Control (SAC)
A SAC should, if appropriate, be established outside the outer cordon and inside the traffic cordon and in an area adjacent to the RVP. The Control, which will be under police command, must be clearly identifiable to those wishing to gain entry through the outer cordon. If necessary an approach route must be established and signposted.

6.35 The SAC will be responsible for checking the authenticity of non-emergency service personnel whose presence is required within the outer cordon and beyond. Such persons should be directed to the SAC in the first instance by the authority requesting their attendance.

6.36 The SAC must maintain a record of all persons who have been directed to them in order to gain access and will need to establish a link with the FCP for this purpose at an early stage. If possible the SAC will establish communication links with the FCP by way of telephone, radio and fax.

6.37 Once satisfied as to their credentials the SAC staff will, where appropriate, escort them to the RVP.

6.38 It must be emphasised that the role of the SAC is to facilitate entry through the outer cordon by non-emergency service personnel whose presence is required. It does not replace the arrangements in place in relation to control of and entry to the inner cordon.
6.4 **Inter-Agency Resources**

Any service may request the temporary assistance of personnel and equipment of another service. 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 retain overall command of its personnel and equipment at all times.

6.41 Personnel from one service who help another in this way should only be given tasks for which they are trained and not simply be used to supplement the other service in a potentially dangerous situation. For instance, police officers may be directed to become stretcher bearers in order to release fire fighters for rescue work. They should not undertake hazardous rescue work themselves.
Section 7   Interoperability

7.1  The need for interoperability
The blue light services, including police, fire and ambulance will usually be the first to arrive at the scene of a rapid onset emergency. To achieve the best possible outcomes, all responders will need to be able to work together effectively as soon as they arrive at the scene.

The requirement for a joint response is not new to the emergency services and should already be in place for routine day to day working. However, the findings and lessons identified by many public enquiries and inquests in the UK have highlighted cases where the emergency services should have worked better together and shown much greater levels of co-operation and co-ordination.

7.2  Principles of Joint Working
The principles must be applied by responders when they are determining an appropriate course of action. They should be reflected in Joint or Standard Operating Procedures for joint working in the response to and co-ordination of an emergency.

The public expects that the emergency services will work together, particularly in the initial response, in order to preserve life and reduce harm at any emergency. The purpose of clear, simple principles is to help commanders to take action under pressure that will enable the achievement of successful outcomes. This simplicity is of paramount importance in the early stages of an incident or emergency, when clear, robust decisions and actions need to be taken with minimum delay in an often rapidly changing environment. At the scene, the expected sequence of actions would comprise the first meeting of police, fire and ambulance commanders (co-location); a joint assessment of the situation and prevailing risks (communication, joint risk assessment and shared situational awareness); and a co-ordinated plan for action.

7.21  Co-location
Co-location of commanders is essential and allows those commanders to perform the functions of command, control and co-ordination, face to face, at a single and easily identified location. This is known as the Forward Command Post (FCP), which is a location near to the scene, where the response by the emergency services is managed.

7.22  Communication
Communication is the passage of clear, unambiguous and timely information relevant to an emergency situation. Meaningful and effective communication underpins effective joint working. The sharing of information, free of acronyms, across service boundaries is essential to operational success. This
starts through pre-planning and between Control Rooms prior to deployment of resources. Communication is the capability to exchange reliable and accurate information i.e. critical information about hazards, risks and threats, as well as understanding each organisation’s responsibilities and capabilities. The understanding of any information shared ensures the achievement of shared situational awareness which underpins the best possible outcomes of an incident. Common symbols and terminology should be used to communicate common meaning amongst all responders.

7.23 **Co-ordination**
Co-ordination involves the integration of the priorities, resources, decision making and response activities of each emergency service in order to avoid potential conflicts, prevent duplication of effort, minimise risk and promote successful outcomes. Effective co-ordination generally requires one service to act in a “lead” capacity, such as chairing co-ordination meetings and ensuring an effective response. The lead service will usually be the Police Service. However, in certain circumstances other services/agencies may be a more appropriate choice, depending upon the nature of the emergency, the phase of the response and the capabilities required.

7.24 **Joint understanding of risk**
Risk arises from threats and/or hazards which will be seen, understood and treated differently by different emergency services. In the context of a joint response, sharing information and understanding about the likelihood and potential impact of risks and the availability and implications of potential control measures will ensure, as far as is reasonably practicable, that the agreed aim and objectives are not compromised. This will include ensuring the safety of responders and mitigating the impact of risks on members of the public, infrastructure and the environment.

7.25 **Shared situational awareness**
This is a common understanding of the circumstances and immediate consequences of the emergency, together with an appreciation of the available capabilities and emergency services’ priorities. Achieving shared situational awareness is essential for effective interoperability in the emergency response and can be achieved by using the Joint Decision Model (JDM) see page 30. Shared situational awareness relates not only to a common understanding between incident commanders, but also between control rooms and all tiers of the command structure.

7.3 **Initial Control**
It is likely that early on in the incident members of one of the emergency services will spontaneously carry out tasks that are normally the responsibility of another service. As soon as sufficient resources arrive, each service can be expected to establish unequivocal command and control of those functions it normally operates (see diagram below).
7.31.1 Operational, Tactical and Strategic are tiers of command adopted by each of the emergency services and are role, not rank, related. These functions are broadly equivalent to those described as Bronze, Silver and Gold in other documents about emergency procedures. It should be understood that the titles do not convey seniority of service or rank, but depict the function carried out by that particular person or group. For the purpose of clarity, this document refers only to the generic tiers of command and not individual service specific functional activities. In essence, there must be a clear and identified commander responsible for co-ordinating their service’s activity at each of the identified command levels.

It is essential that the appointed commanders of each service, operating at every level, liaise with each other at the earliest opportunity. Operational Commanders, particularly, must make every effort to achieve the closest co-ordination by meeting face-to-face.

7.32 Operational (Bronze)
The Operational Commander will control and deploy the resources of their respective service within a functional or geographical area and implement direction provided by the Tactical Commander. As the incident progresses and more resources attend the scene, the level of supervision will increase in proportion. It is vital that both Operational and Tactical Commanders of each service are easily identifiable on the incident ground. By using this universal structure, the emergency services will be able to communicate with each other and understand each other’s functions and authority.

7.33 Tactical (Silver)
The Tactical Commander will be located where they can maintain effective tactical command of the operation. This includes consideration of effective joint working with other services and other factors such as access to communications systems. They should attend the scene dependent on these considerations and the nature of the incident. For example, a single contained scene with limited wider impact – more likely to attend scene;
multiple scenes or mobile threat and significant wider impact – more likely to command from an established Control Room.

7.34 Strategic (Gold)  
The Strategic Commander in overall charge of each service is responsible for formulating the strategy for the incident. Each Strategic Commander has overall command of the resources of their own organisation, but will delegate implementation decisions to their respective tactical level commanders. At the earliest opportunity, a strategic group will determine/confirm a specific response strategy and record a strategy statement.

7.35 It is important, when the emergency services or other agencies send a representative to ‘Silver’/TCG or ‘Gold’/SCG meetings, that the person has sufficient authority to guarantee that the facilities they offer can and will be delivered.

7.4 Frequency of Meetings  
The Police ‘Gold’/SCG and ‘Silver’/TCG Commander will call an initial meeting of the Coordinating Group at the earliest reasonable opportunity; subsequent meetings should be arranged at the initial meeting or called when necessary.

7.41 In general the nature and difficulties of the operation will govern the frequency of meetings. The aim will be to ensure a smooth transition from the first operational states of the incident to the later recovery stage.

7.5 Situation Reports  
Each service should briefly describe the situation as it affects its own operations and, if necessary, mention those matters for which it requires assistance or the cooperation of others. The agreement of a Common Recognised Information Picture (CRIP) template that can be shared between responders is recognised as good practice. See Appendix G Specimen CRIP. Achieving shared situational awareness is essential for effective interoperability in the emergency response and can also be achieved by using the Joint Decision Model (JDM). Shared situational awareness relates not only to a common understanding between incident commanders, but also between control rooms and all tiers of the command structure.

7.6 Meeting Agendas  
Formal agendas should be adopted for all meetings to monitor the progress of actions.

7.7 Minutes, or a note of decisions taken and personal notes, should provide an aide-memoire of the continuing overall progress of the operation. They will provide a perspective against which decisions or priorities can be made.
7.8 A major incident will necessarily involve an investigation as to its cause and quite possibly a formal inquest, inquiry or criminal proceedings. The actions of senior officers of the emergency services will be of considerable interest. Therefore notes will be invaluable and will, insofar as they are relevant, be disclosable and made available in subsequent proceedings.

7.9 Representation at the Multi Agency Gold Group or SCG typically consists of:
- Police – Gold Commander (who will normally chair and co-ordinate the meeting)
  - Senior Investigating Officer (SIO)
  - Senior Press Officer coordinating media response
  - Minute taker
- Fire and Rescue Service – Gold Commander
- Ambulance – Gold Commander
- Jersey Coastguard – Gold Commander
- States of Jersey – Chief Executive
- Health and Social Services – Chief Executive
- Other States Departments or Agencies – Chief Officer

7.10 Key issues for consideration by the SCG include:
- determine policy for implementation by Silver Commander(s)
- strategic aims and objectives
- liaison with the United Kingdom Government, Bailiwick of Guernsey and other Regional and agencies
- ensure sufficient support and resources
- maintain a strategic overview
- implementation of adequate financial controls
- media liaison and communications internally and to the public

7.11 Scientific and Technical Advisory Cell (STAC)
Where there is likely to be a requirement for coordinated scientific or technical advice, this should be provided through the establishment of a STAC.

7.12 The STAC is a strategic body chaired by the Medical Officer of Health made up of representatives from a range of organisations and specialities that are able to give coordinated and authoritative advice on the health aspects of an incident to the Police Incident Commander and other appropriate agencies.

7.13 Silver or Tactical Coordination Group
The Silver or Tactical Coordination Group (TCG) is a multi-agency group of tactical commanders that meets to determine, coordinate and deliver the tactical response to an emergency. The ‘Silver’/TCG will normally operate at or near the scene of the incident. The Joint Decision Model (below) should be used as the standing agenda for this meeting.
7.14 It is good practice that the first supervisory officers on the scene from each of the services have an opportunity to attend the first ‘Silver’/TCG Coordination Group Meeting.

7.15 Representation at the Silver or TCG typically consists of:
- **Police** – Silver Commander (who will normally chair and coordinate the meeting)
  - Representative from the Honorary Police
  - Senior Identification Manager / Senior Investigating Officer / Scene Evidence Recovery Manager, where applicable
  - Press Officer
  - Minute taker
- **Fire and Rescue Service** – Silver Commander
  - Safety Advisor
  - Scientific Advisor
- **Ambulance Officer** – Silver Commander
- **Jersey Coastguard** – Silver Commander
- **States of Jersey Representative** – Silver Commander / Liaison Officer
- **Others** (States Departments or Agencies determined by the incident)
  - Specialist knowledge and expertise from industry
Section 8  Communications and Interoperability

8.1 To support interoperability, a common set of terminology and map symbols has been produced by the UK Cabinet Office for use by emergency responder organisations. These documents can be found on the States of Jersey Emergency Planning web pages.

8.2 States of Jersey Emergency Services have undertaken to develop the UK Joint Emergency Services Interoperability Programme (JESIP) which aims to provide pan-Emergency Service procedures in Joint Working, Shared Situational Awareness, Joint Decision Making, Joint Understanding of Risk and Multi Agency Communications. Whilst still in the formation stages, Emergency Service commanders should adhere to the principles and doctrine of JESIP to aid cross-service interoperability during a major incident.

8.3 Recent events have demonstrated that major incidents are likely to require off-island (United Kingdom) response that will test the capability and interoperability of the responding organisations. Public expectations are that agencies responding to emergencies or major incidents will interoperate effectively in a professional and coordinated manner with a unified framework that facilitates efficient consequence management and an appropriate return to normality. Helping to maintain public confidence in the responding services is pivotal to public confidence. Further information on JESIP and coordinated response (including doctrine) can be found at: www.jesip.org.uk

8.4 All the Emergency Services, key States Departments and some Utility Companies have fully integrated TETRA based radios with developing interoperability. TETRA is the secure and resilient radio system for the Emergency Services and other responders. A key feature of the service is the built-in encryption which prevents scanning by unauthorised persons.

8.5 Radio and TETRA facilities exist within each emergency service which allow communications both to respective command and control centres and within the areas of operations. During a major incident robust communications are essential at all levels. It is particularly important to ensure that there is continuing liaison between all Incident Officers (Tactical/Silver Commanders). This will enable the joint decision making process and exchange of information throughout the incident to take place.

8.6 Inter-Agency Communications
Existing radio channels and procedures within each service will remain in use for internal communication. This will be effective as long as each agency (Tactical/Silver) Commander is present at the Tactical Coordination Group (TCG)/Silver meetings to ensure that information is shared for operational efficiency and regular meetings are held.
Most States departments have the TETRA Radio facility to operate on inter-agency command channels using dedicated Channels (Inter Ops 1 to 7).

8.7 **Emergency Service Control Rooms**
The Emergency Services have the following control rooms:
- The States of Jersey Police Control Room is located at Police Headquarters and manages routine and emergency communications with States of Jersey and Honorary Police resources
- The States of Jersey Ambulance Service and Fire and Rescue Service have a Combined Control Room located at the Ambulance Service Headquarters
- The Jersey Coastguard Maritime Rescue Co-ordination Centre (MRCC) is located on the 3rd floor, Maritime House

8.8 **Communications Services**
The States Communications Services Department maintains and runs the TETRA radio communications systems and are available for advice and deployment to assist during major incidents and events.

8.9 **Liaison Officers**
The Emergency Services, States Departments and Agencies will, on request, provide liaison officers to appropriate multi-agency strategic and tactical coordination groups.

8.10 **Major Incident Vehicles**
The States of Jersey Fire and Rescue and Police Service have Major Incident vehicles equipped with the radio communications and incident room equipment to support the tactical management of incidents.

8.11 **JT Assistance**
JT is able to offer the emergency services certain specialist communication equipment for use in a major incident. That which is of specific interest includes:
- radio pagers
- cell phones
- pay phone trailers for use by the media or survivor reception centre
- small switchboards, fax machines and IT provision

8.12 Assistance can be mobilised by contacting the 24-hour Telecom Duty Manager; however charges may be incurred.

8.13 **Mobile Telecommunications Privileged Access Scheme (MTPAS)**
The privileged access facility MTPAS is **NOT CURRENTLY AVAILABLE** in Jersey. MTPAS is the authorised scheme in the United Kingdom whereby the mobile telephony service providers can, in the event of a major incident, limit access to their respective networks and permit emergency services, States departments and other users with suitably enabled mobile telephones to
have exclusive access to available channels.

8.14 **Radio Amateurs Emergency Network**
The Radio Amateurs Emergency Network (RAYNET) is a nationwide voluntary group of United Kingdom government licensed radio amateurs who are able to provide emergency radio communications to the Emergency Services and States Departments. Their radio communications equipment is specifically designated for use in emergencies.

8.15 South West RAYNET can provide specialist VHF/UHF radio communications assistance between the Channel Islands and the United Kingdom and into neighbouring countries. National and International radio communications can also be provided if requested.

8.16 The assistance of RAYNET should be sought from the Emergency Planning Officer.
Section 9  Care and Treatment of those Affected

9.1 Those affected by a major incident may include those directly involved as casualties, families and friends of the deceased and injured, and rescue and response personnel involved both at and beyond the scene. Roles and responsibilities relating to addressing immediate and longer term needs are briefly outlined here.

9.2 General Treatment of Casualties
The care and identification of human casualties is a primary responsibility of the emergency services at a major incident. In addressing the needs of those affected, the initial priority is the preservation of life, and the ongoing priority is to provide timely and appropriate care and support for all those affected.

9.3 Human casualties fall into one of four categories:
- Uninjured survivors
- Injured survivors
- Dead
- Evacuees

9.4 As well as being casualties they may be witnesses, victims of crime or even suspects and may carry evidence or hazards on their clothing, particularly in terrorist and crime related incidents.

9.5 Uninjured Survivors
The uninjured will have been involved in and survived the incident, but may not necessarily want or require medical attention. Survivors with no apparent physical injuries (or with only minor injuries) may nonetheless be traumatised and be suffering from shock, anxiety or grief. They will, therefore, need to be treated with care and sensitivity.

Survivors’ initial needs are likely to include: a need for information (about what has happened; others affected and their whereabouts; and what will happen next); shelter, warmth, clothing and assistance contacting family and friends. The early provision of psycho-social support is important (see 9.65 Psycho-Social Support and 14.7 Critical Incident Support Team).

9.6 Once uninjured survivors have been safely removed and triaged from the hazard the police will wish to speak with them as they may have crucial information and will all be potential witnesses. The police service will need to collate their details for the benefit of the Casualty Bureau (CasB) as well as the investigation. This should ideally be done at a Survivor Reception Centre (SuRC). There must be a balance struck between the requirement to gather evidence from survivors and the reluctance of some to remain at the scene of their distress. For example, prioritising information might help, so that only names and addresses are taken from those anxious to leave, with further
details being obtained later.

9.7 Injured Survivors
The injured need to be rescued from the scene as quickly and safely as possible by the Ambulance and Fire and Rescue Services teams, being mindful of the importance of providing pre-hospital treatment and triage prior to despatch to the designated medical facilities.

9.8 The Ambulance Service’s aim at any multiple casualty incidents is to achieve the largest number of survivors. To ensure optimum treatment they will need to deliver the right patient to the right place at the right time (triage). Triage is a dynamic and continuous process and the Ambulance Service has a responsibility to ensure that at every stage of the incident patients are continually assessed to ensure any changes in the patient’s condition are reflected in their triage category.

9.9 The triage system is a ‘physiological system’ which relies on changes in vital signs as a result of an injury or illness 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 critical condition that is based on an anatomical injury may be used to upgrade a triage category.

9.10 During an incident the Ambulance Service will use two levels of triage, these are referred to as ‘triage sieve’ and ‘triage sort’. Both triage systems use algorithms to determine which priority group a patient falls into. Priority groups are identified as follows.

<table>
<thead>
<tr>
<th>Priority</th>
<th>Description</th>
<th>Colour</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Immediate</td>
<td>Red</td>
</tr>
<tr>
<td>2</td>
<td>Urgent</td>
<td>Yellow</td>
</tr>
<tr>
<td>3</td>
<td>Delayed</td>
<td>Green</td>
</tr>
<tr>
<td>4</td>
<td>Expectant</td>
<td>Blue</td>
</tr>
<tr>
<td>5</td>
<td>Dead or Deceased</td>
<td>White or Black</td>
</tr>
</tbody>
</table>

9.11 Triage Sieve
This triage quickly sorts out casualties into priority groups. Using the algorithm card the Ambulance Service will systematically work through the patients, triaging and labelling them. The Ambulance Service will not get involved in substantive patient treatment during a triage sieve.

9.12 Triage Sort
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 sieve.
9.13 **Expectant Category**

The expectant category is only used with the authority of the Strategic Coordination Group. This situation would arise when there are such large numbers of patients that the ability of the Ambulance Service to respond to the clinical needs of every individual and potentially non-survivable injuries would be detrimental to other patients.

9.14 **Casualty Clearing Station and Ambulance Loading Point**

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 are carried out by Ambulance staff together with any mobile medical teams on scene at the station. The casualty clearing station is coordinated by the Ambulance Clearing Officer who will work jointly with the Ambulance Loading Officer.

9.15 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.

9.16 **Hospital**

Once the patient arrives at the hospital they will be re-triaged by hospital staff who will pay special attention to the patient’s triage card and pass details to the police documentation teams.

9.17 **Labelling and Documentation**

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.

9.18 It may not always be possible for ambulance crews to record the usual details of patients carried on the patient report forms. 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 hospital. In all circumstances the triage label must be completed.

9.19 Police service instructions refer to the attaching of nationally 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.

9.20 Police Hospital Liaison teams should liaise with the Ambulance service to maintain a count of all persons processed with details of medical facilities to which they have been taken.

9.21 Police officers will be deployed to the casualty departments of these hospitals to provide documentation teams, assist with forensic issues and provide security advice.
9.22 **Recovery of the Deceased and Human Remains**  
The recovery of the deceased and human remains and the retrieval of personal property and evidence should be undertaken in a systematic and methodical way by police officers or police staff who are operationally competent to undertake this challenging task.

Every stage of the retrieval of the deceased, human remains, property or evidence must be collected throughout with dignity and respect, ensuring continuity and integrity.

9.23 **The Coroner**  
The Deputy Viscount acts as primary Coroner and has the ultimate responsibility for establishing identity and the cause and time of death. It is important that the Coroner be kept informed at all times as (s)he may wish to view the deceased or human remains *in situ* prior to recovery. An expert cadre of coroners in the United Kingdom have been specially trained by the Home Office and may be available to act as advisers.

9.24 **The Pathologist**  
A Home Office Pathologist will be appointed by the Deputy Viscount to provide post-mortem information relating to the cause of death and the identity of the deceased. Forensic specialists will assist the pathologist.

9.25 The Pathologist may wish to view the deceased and human remains *in situ* prior to recovery. Coroners are assisted in their efforts by Home Office pathologists and forensic scientists of many disciplines. Police Officers will make enquiries on their behalf.

9.26 **Senior Identification Manager (SIM)**  
Police Gold will appoint a SIM. The SIM, in consultation with the Senior Investigation Officer (SIO), will determine terms of reference to be agreed by Gold, and will normally assume responsibility for the key areas of the identification process, which include the casualty bureau, family liaison, disaster victim recovery and identification teams and mortuary teams. The primary function of the SIM is to ensure:

- The deceased are recovered in a dignified manner
- The deceased are identified as accurately and speedily as possible using ethical means; and that
- Families are kept informed throughout the identification process

9.27 **Scene Evidence Recovery Manager (SERM)**  
The SERM is established to provide a single point of contact at the scene responsible to the SIM for the recovery of the deceased and human remains, and to the SIO for crime scene technical and physical investigation evidence. Part of this role will be to chair, and to provide minutes, of the SERM Group meetings.
9.28 **SERM Group**
The SERM Group is made up from relevant multi-agency and specialist advisors who will assist in the recovery programme. Some of these will have statutory powers to conduct investigations (e.g. AAIB); others will provide technical assistance and advice (e.g. heavy gear lifting operators or deconstruction engineers) as well as representatives from the private industry-nominated persons (e.g. transportation operators, site owners or the like). Consideration should be given to the needs of the investigation and consultation with the SIO as these persons may have a conflict of interest. The deceased and human remains should not be moved unless essential in the life-saving process.

9.29 **Disaster Victim Recovery and Identification Officers**
Disaster Victim Recovery and Identification Teams (DVRITs) are drawn from a select list of specially trained officers. They are deployed by the SIM in consultation with the Coroner and Pathologist to recover the deceased and human remains in a respectful and dignified manner appropriate to the requirements of the investigation as directed by the SERM.

9.30 The deceased and human remains will be recovered to a nationally agreed standard and recorded using the ACPO victim label booklet which provides continuity of evidence relating to the movement and storage of those recovered from the scene. Property recovered separately from bodies will not be dealt with by the DVRIT but will be collected under a separate process.

9.31 **Holding Audit Area (HAA)**
The DVRIT leader will be responsible for establishing a ‘Holding Audit Area’ within the inner cordon close to the recovery area where all aspects of the recovery process will be coordinated. The HAA should be a discreet place, shielded from the public and media to ensure dignity for the deceased. Holding Audit Area officers will provide a direct link to the SERM in respect of information relating to the recovery and continuity process including onward transportation to the mortuary. Police will deploy continuity officers to vehicles used in the transportation.

9.32 **Property**
Property recovered from a scene may be personal property, evidential property or technical property. Property which may be evidence, or other material which may be relevant to both the investigation and the identification procedures, should be recovered in a systematic and organised manner, appropriately logged, recorded and stored.

9.33 The SERM will be responsible for appointing a property recovery team leader drawn from police specialist search teams. Exhibit storage should be established on-site, managed by dedicated exhibits officers/teams.
9.34 **Designated Mortuaries/Emergency (demountable structure) Mortuaries**
The States will support the provision of mortuary facilities; these can be divided into two main types:
- designated, existing local mortuary facilities
- emergency, (demountable structure) mortuaries

9.35 Should designated mortuaries be overrun or unable to adequately cope with the incident then the Coroner, Pathologist and SIM may request the States to provide additional emergency mortuary facilities. The Home Office National Emergency Mortuary Plan exists to help drive that decision-making process and the implementation of such a decision.

9.36 Sites for the construction of an emergency mortuary have been identified on the Island. DVRITs and exhibits officers will be deployed to the mortuary to assist in the identification procedures and will report to the police Mortuary Operations Manager.

9.37 **Assistance to Evacuees**
Some emergencies may require the evacuation of a large surrounding area because of the danger to life from environmental or structural hazards. Care must be taken to ensure that evacuation does not place those concerned in greater danger.

9.38 Evacuation is usually undertaken on the advice of the Fire Service. In some circumstances, personnel from all services may have to assist in carrying it out.

9.39 A suitable evacuation assembly point will need to be established and rest centres set up by the States of Jersey.

9.40 Personnel from the States and from voluntary agencies will staff rest centres. The centres will provide security, psychosocial (basic practical and emotional) support, information and communication, catering and medical support.

9.41 Evacuees should be documented and basic details passed to the Casualty Bureau.

9.42 **Rest Centre**
The selection of a suitable rest centre should be made in conjunction with the Emergency Planning Officer where practicable, as there may already be pre-defined facilities in the area affected.

9.43 A rest centre is a facility where persons displaced by a major incident of any size can find shelter, support and sustenance as appropriate.
9.44 Personnel from the local authority, primary care trust and voluntary agencies will staff rest centres as appropriate. The rest centres will provide security, welfare, communication, catering and medical facilities.

9.45 Facilities with a specific reception role for survivors and or friends and relatives are detailed below.

9.46 In addition to providing facilities for the documentation teams, the centre also needs to provide shelter, first-aid treatment, welfare support, information and communication facilities. The voluntary aid societies may also be present to supply psychosocial care and support (see Section 14).

9.47 **Survivor Reception Centre (SuRC)**

In the early stages of an incident, where those involved are leaving the scene, it may not be practicable to establish an SRC because of other more pressing primary responsibilities, e.g. life-saving.

9.48 Those who have been involved in the incident may be able to provide important information and evidence in relation to the incident. When practicable, survivors and witnesses should be directed to the SuRC. Here investigators can begin to interview witnesses and forensic managers can assist with the collection of evidence. Police will supply a documentation team who will pass on details to the Central Casualty Bureau.

9.49 The SuRC is a secure area in which survivors not requiring acute hospital treatment can be taken for short-term shelter, initial psychosocial support and first aid. Information will usually be gathered by police documentation teams who will record survivors’ details for the purpose of Casualty Bureau procedures and the national Survivor/Evacuee form may be used for this purpose.

9.50 Survivors will often be able to provide crucial information about what happened and may be important witnesses at any subsequent trial or inquiry. As stated above (9.5), balancing evidential priorities with the needs of survivors is important and collecting basic information for follow-up later on may be a preferential option.

9.51 A Survivor Reception Centre may be initially established and run by any appropriate authority until the States of Jersey become engaged in the response. The Police will send a team to this location also.
9.52 The Survivor Reception Centre is likely to be established very quickly and close to the incident site. It will be activated for only a limited period of time, and once survivors can go home, or are reunited with families and friends, it may then cease operation or migrate into a Rest Centre (RC) facility. The longer-term welfare requirements of survivors will be addressed through Humanitarian Assistance Centres (HAC) if these are set up, or through partner agencies involved in the recovery process.

9.53 **Friends and Families of the Deceased**
Experience has shown that in the immediate aftermath of an incident many people will travel to the scene, or to meeting points, such as travel terminals, if they believe their family or friends may have been involved in an emergency.

9.54 Friends and relatives who may be feeling intense anxiety, shock or grief, need a sympathetic and understanding approach. Proper liaison and control must be in place to ensure that information is accurate, consistent and non-contradictory. The information provided to those seeking information about individuals that might be affected should also be as full as possible without compromising the privacy of the individual. Given feelings of intense anxiety, shock or grief, arrangements should be in place to ensure uninvited media attention is prevented.

9.55 **Friends and Relatives Reception Centre**
Where demand warrants it, consideration should be given to establishing a secure, comfortable area where friends and relatives of casualties, survivors and missing people can be directed for information.

9.56 The size and scale of the incident, number of fatalities and possibly the area of destruction will affect 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.

9.57 There will be a need to ensure that the resources of all addressing the needs of family and friends are coordinated and that there are regular briefings to ensure a cohesive approach is established and maintained. This includes ensuring that proper liaison and control is in place to ensure that information is accurate, consistent and non-contradictory.

9.58 **Casualty Bureau (CasB)**
The Police may establish a CasB where details of all deceased, casualties, survivors and evacuees will be collated. This centre will also take telephone enquiries from the friends and relatives of people who are believed to be involved in the incident. CasB staff will then match details of persons involved with enquiries.
Where a match is made, appropriate contact with the enquirer will be made.

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.

To avoid discrepancies in casualty figures all information must be routed through the CasB, which will be the sole official source of casualty information. Casualty figures must only be released following consultation with Police Gold or their press officers.

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

States of Jersey and British Red Cross ‘Support Lines’
If necessary for the States of Jersey will establish ‘support lines’ to take general enquiries away from the CasB. The British Red Cross can provide a similar service; further guidance can be obtained from the EPO.

Psychosocial Support
While major incidents and emergencies may trigger the need for psychosocial support, other events involving experiencing, witnessing or confronting death or serious injury (or the threat of such) can also be traumatic. The Critical Incident Support Team (CIST) is a resource available to offer practical, emotional and social support in the event of a critical incident having an adverse impact on people.

CIST workers are trained to deliver care and crisis support to those affected by a major incident. Coordinated by the CIST Management Group, they are available through a callout system and can be deployed to the hospital, a SuRC or a FRRC. They may also work closely with Police Family Liaison Officers, as appropriate, to offer support to families of those missing, injured or killed in major emergencies.

The CIST is also available to offer support to those involved in rescue, response and recovery work as part of critical or major incident response. Further information about welfare and support services available to these responders is detailed in Section 20.

Humanitarian Assistance Centres
Humanitarian Assistance Centres may be established to provide services addressing the longer-term needs of those affected by an emergency, in particular during the remainder of the response and recovery phases and in relation to any subsequent investigations.

The scale and nature of the emergency, and the particular needs generated
by it, may also influence the longer-term requirement for a Humanitarian Assistance Centre and the organisations required to staff it.

9.67 Having considered the potential scale of an incident, the Strategic Co-ordinating Group will make a decision on the opening of a Humanitarian Assistance Centre. This decision will draw heavily on the views of the States of Jersey where the Humanitarian Assistance Centre would be sited.

9.68 Its fundamental purpose is to act as a one-stop shop for survivors, families and all those impacted by the disaster, through which they can access support, care and advice.

9.69 **The Humanitarian Assistance Centre can:**
- 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 missing family members and friends
- enable the gathering of mass forensic samples in a timely manner, which enhances 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

9.70 The responsibility for identifying and establishing suitable premises for a Humanitarian Assistance Centre is a multi-agency responsibility led by the EPO, Police and Community and Social Services.

9.71 During the planning phase the organisations may enter into agreements with voluntary agencies, establishing clear expectations in relation to the responsibility for the payment of costs.

9.72 The Humanitarian Assistance Centre will exist for a limited period, and ongoing support to survivors, families and affected communities will be provided through partner agencies involved in the recovery process. Care should be taken in managing the migration of any facility and transition of services (e.g. into mainstream provision) with appropriate emphasis on the needs of those benefitting from such services.

9.73 **Police Family Liaison Officers (FLOs)**
Following an emergency that involves loss of life, police FLO’s have a crucial role to play in investigating those believed to be missing and assisting in the identification process by the collection of ante mortem data from families and others. They will be working to a family liaison strategy for the emergency set by the police Senior Identification Manager (SIM).

This individual will have overall responsibility for the identification of the
deceased on behalf of the Coroner. FLOs are managed by a Family Liaison Coordinator (FLC) who also acts as a support point for Identification and Investigation Managers. The FLC may be a useful contact point for other agencies working with families.

9.74 FLOs have an important role to play in providing a single point of contact – particularly in the aftermath of the emergency, keeping families informed of developments in respect of the identification and any investigation that may take place. The FLO will also provide a liaison point for other agencies that may be able to assist with the family needs.

9.75 ACPO has produced the document ‘Family Liaison Strategy Manual’ which provides information and guidance in respect to family liaison.
Section 10  Air Support

10.1  Introduction
Where an incident occurs involving either a high number of casualties or requiring a large-scale area search, it may be appropriate to call in air support to search the incident site, and to rescue and transfer injured people to hospital in Jersey or on the UK mainland.

10.2  In such instances, helicopters can provide the following support facilities:
- immediate overview of the scene, including the size of the affected area, ancillary factors etc
- casualty search and assessment of numbers
- identification of present and potential hazards
- weather conditions, including wind direction at the scene
- area containment, including cordon deployment and infringement
- traffic management and route planning schemes
- evidential imagery of the scene, photographs, video, thermal imaging and detailed target analysis

10.3  Temporary Helicopter Landing Areas
If conditions allow all helicopter operations should be conducted from Jersey Airport. However, temporary heli-pads areas may be required. The following landing areas have been identified as suitable locations in an emergency.
- Millbrook Playing Fields, Victoria Avenue, St Helier
- Grainville Playing Fields, St Saviour’s Hill, St Saviour’s

10.4  There are special Air Traffic Control instructions in place for landing helicopters away from designated landing areas. The following safety considerations should be considered:
- It is recommended that ARFFS be in attendance to provide fire and rescue cover for crew and passengers
- safety of crew and aircraft from other aerial transport, obstructions such as wires, masts and unsuitable terrain
- safety from harmful chemical release, fire and smoke
- disturbance of debris/evidence or disruption by excessive noise.

10.5  HM Coastguard Search and Rescue (SAR) Helicopters
All UK SAR Helicopters, HM Coastguard, the RAF and the RN, are coordinated from the Aeronautical Rescue Co-ordination Centre, ARCC Kinloss. They may also have access to non SAR aircraft to assist with transport or evacuation. All dedicated SAR aircraft are fitted with winches to recover persons from the water or stretchers from vessels or shoreline, and can carry seated or stretcher casualties depending on size, weather and fuel requirements. They are fitted with infrared equipment to assist with the location of casualties in poor visibility and at night. Crewmembers are trained to paramedic equivalent level, for SAR operations.
10.6 Jersey Coastguard, through the Aeronautical Rescue Co-ordination Centre at ARCC Kinloss, will alert SAR Helicopters providing information on the nature of the incident, exact location and details of what is required. Coordination between Jersey Coastguard and ATC is essential, so that ATC can vector the aircraft accordingly.

10.7 The nearest SAR helicopters are stationed along the south and south-west coasts of England. Additional RAF support helicopters may be available from RAF Odiham in Hampshire and RAF Benson in Oxfordshire to be used for the evacuation of larger numbers of serious casualties. The use of support helicopters would be subject to MACA (Military Aid to the Civil Authority) procedures and would depend on the availability of those aircraft.

10.8 Military Helicopters

RAF SAR helicopters are available to respond to civil incidents and could assist in the transfer of urgent casualties to hospital in the United Kingdom if this were necessary. These helicopters are equipped to winch survivors from the sea or rivers and can carry several stretcher cases. They can conduct searches visually and by using radar and infrared equipment.

10.9 Jersey Coastguard through the Aeronautical Rescue Co-ordination Centre (ARCC), based at RAF Kinloss, alerts military SAR helicopters.

10.10 The Jersey Coastguard will provide ARCC with the nature of the incident, the exact location, time and date and details of what exactly is required. The ARCC will decide on what assistance is most appropriate and deploy assets accordingly.

10.11 No MACA process is required for the emergency callout of SAR Helicopters.

10.12 The nearest military SAR helicopters assets to Jersey are stationed in the South West of England. In addition, as stated above (10.7), RAF support helicopters from RAF Odiham in Hampshire and RAF Benson in Oxfordshire could be used for the evacuation of larger numbers of serious casualties. The use of support helicopters would be the subject to MACA procedures and would depend on the availability of those helicopters.

10.13 Channel Islands Air Sea Search

The Channel Islands Air Search (CIAS) is based in Guernsey. Funded by voluntary contributions from both islands, the aircraft is normally available 24/7. Following the loss of their previous aircraft due to a forced landing in 2013, CIAS will operate a temporary replacement aircraft until a permanent replacement becomes available in 2015. Jersey Coastguard provides the call-out facilities for CIAS.

10.14 Jersey Air Ambulance Service
The Health and Social Services Department run the Jersey Emergency Transfer Service. Their ‘In Flight Co-ordinator’ has arrangements to deploy air ambulances between Jersey and the UK mainland. These operations are primarily pre-arranged and are usually hospital emergency flights to the UK. This service is coordinated from the General Hospital, with the assistance of Jersey Coastguard and ATC.

10.15 Emergency Flying Restrictions
Air Traffic Control, the States of Jersey Police and Jersey Coastguard have the facility, through the Director of Civil Aviation (DCA), to request the imposition of temporary emergency flying restrictions over the scene of major incidents under certain circumstances; this includes diseased animal’s reports i.e. Foot and Mouth disease.

10.16 The most likely reason for the implementation of flying restrictions would be the safety of those in the air or on the ground. Requests for temporary flying restrictions should be made through the Police Silver Commander who will review the necessity for such restrictions and pass such requests to Jersey Air Traffic Control who will confirm restrictions with the Director Civil Aviation.
Section 11  Investigation

11.1 Most major incidents will be the subject of an investigation or enquiry, whether for the Coroner, Public Inquiry, Civil or Criminal Court proceedings; therefore evidence collected should be of the best possible quality.

11.2 In order to gather such evidence the scene must be secured as soon as possible and anything which can be reasonably anticipated to be required as evidence should be preserved and not damaged, moved or disposed of without reference to the Senior Investigating Officer (SIO).

11.3 Depending upon the nature of the incident several different agencies may carry out an independent investigation. They include:
- Fire Investigation
- Air Accident Investigation Branch (AAIB)
- Marine Accident Investigation Branch (MAIB)
- Health and Safety Inspectorate
- Environment Department

These organisations require the early notification of an incident in order to coordinate the response. This list of agencies is not exhaustive and the type of the incident will dictate those agencies that may well have an investigative input.

11.4 Aerial photography, both video and stills, can help throughout the incident in recording the scene for evidential purposes, as well as any other photographic evidence available. Any requests for aerial photography or survey will require approval by Director of Civil Aviation.

11.5 Police Responsibilities
In all suspected terrorist-related incidents the Metropolitan Police Service Counter Terrorism Command SO15 will support the States of Jersey Police.
Section 12  Health and Safety

12.1  General
Health and Safety is the responsibility of each organisation at the scene of a major incident. A safe and appropriate health and safety management structure must be enforced to ensure a safe working environment. The States of Jersey Fire and Rescue Service and Jersey Airport Rescue and Fire Service are responsible for the safety management within the inner cordon and advice given must be acted on by all the emergency services and agencies attending the inner cordon.

12.2  Responding agencies may wish to have a health and safety professional on the scene as soon as possible to advise their respective Silver Commander, carry out on-site risk assessment, and identify control measures and safe systems of work.

12.3  The Fire and Rescue Service has several specialist Hazmat Officers. These Officers will attend incidents involving chemicals, asbestos, gases or pressurised containers, radiation, CBRN and other hazardous materials to provide detection, identification, monitoring and safety / tactical advice. The Hazmat Officer will be responsible for liaising with all relevant agencies including the Scientific and Technical Advisory Cell.

12.4  Factories and Industrial Sites
These locations have a range of potential hazards including substances that are flammable, reactive, explosive or toxic. Sometimes the hazards are multiple (e.g. flammable and toxic) and may involve corrosive or radioactive materials.

12.5  Enforcing authorities, including the Health and Safety Inspectorate, will need access to such locations following major accidents and may need to gather evidence.

12.6  Environmental Health
The Medical Officer of Health can mobilise their Environmental Health Officers to a scene where there is considered to be a risk from communicable diseases or environmental hazards. They will be able to offer advice on precautionary measures and assist with the correct treatment of infected items.

12.7  The Ambulance Service is responsible for alerting the Consultant in Communicable Disease Control where public health issues are raised.
Section 13  Mutual Aid

13.1 During a major emergency it is unlikely that the emergency services or States departments will have sufficient resources, or resilience, to respond to a protracted incident whilst at the same time maintaining a normal service to the community.

13.2 Arrangements for the provision of mutual aid are made on an Emergency Service and department basis. Some of these arrangements are required by law such as the Fire Service (Jersey) Law 1959 which makes provision for the Minister for Home Affairs to enter into an agreement with UK Fire and Rescue Authorities. Other arrangements are made by negotiation between services and authorities.

Current mutual aid arrangements include:

**Ambulance Service**
- A formal assistance agreement with South Western Ambulance Service NHS Trust
- A formal assistance agreement with St John Ambulance and Rescue Guernsey
- A memorandum of understanding with St John Ambulance (Jersey)

**Fire and Rescue Service**
- A formal assistance agreement with Hampshire Fire and Rescue Service
- A mutual assistance agreement with Jersey Airport Rescue and Fire Fighting Service
- A mutual assistance agreement with Guernsey Fire and Rescue Service
- A mutual assistance agreement with the UK Fire and Rescue Services National Coordination Centre

**States of Jersey Police**
- A mutual assistance agreement facilitated through the Association of Chief Police Officers (ACPO) and National Police Co-ordination Centre (NPoCC)

**Jersey Harbours and Coastguard**
- A formal assistance agreement with Guernsey Coastguard
- A formal assistance agreement with the United Kingdom Maritime and Coastguard Agency
- A mutual assistance agreement with the Royal National Lifeboat Institution

**Emergency Planning Officer**
- A memorandum of understanding with the States of Guernsey for reciprocal assistance / cover.
Section 14  Volunteer Organisations

14.1 Voluntary Aid organisations
There are many voluntary aid organisations that support the successful response to an incident. Their support at an event can often alleviate pressure on the statutory bodies by providing much needed humanitarian and other support services.

14.2 Several voluntary aid organisations are either affiliated to a specific emergency service and/or have agreed memoranda of understanding. In addition to these arrangements the EPO chairs a Third Sector working group to support and coordinate their activities.

14.3 The following organisations are regularly used by the emergency services to provide advice and support:

14.4 States of Jersey Police
- Jersey Search & Rescue

14.5 States of Jersey Fire and Rescue Service
- Fire and Rescue Service Volunteer Support Team

14.6 States of Jersey Ambulance Service
- Ambulance Support Unit
- St John Ambulance

14.7 Health and Social Services
- Family Nursing and Home Care
- Critical Incident Support Team
- The Samaritans
- Victim Support
- The Bereavement Service

14.8 Emergency Planning Officer, Chief Minister’s Department
- Federation of Women’s Institute
- British Red Cross Society
- Salvation Army
- Radio Amateur Emergency Network (RAYNET)
- Jersey 4x4 Vehicles Club
- Disaster Action
- Citizens Advice Bureau
- Communicare
- Jersey Society for the Prevention of Cruelty to Animals (JSPCA)
- Meals on Wheels
- Salvation Army
- Shop Mobility

14.9 Critical Incident Support Team (CIST)
The CIST is a group of trained volunteers, mainly from Health and Social Services and local Support Agencies led by the States’ Psychological Assessment and Therapy Service. As detailed above (9.6), the team provides immediate psychosocial care to the survivors, victims and responders involved in major incidents. The CIST can be activated through the Hospital switchboard on the authority of the Health and Social Services Duty Officer.
Section 15  Media

15.1 Introduction
A major incident involving a multi agency response in Jersey will inevitably attract significant and sustained interest from local, national and international media.

15.2 It is important when dealing with the demands of the media that press officers from the emergency services; Chief Minister’s Communications Unit and supporting departments and agencies liaise and consult effectively with each other while recognising the differing roles of their individual services.

15.3 The media can be a useful mechanism to communicate essential advice to the public about how the incident could affect them and what actions they can take.

15.4 Holding Statements
Once a major incident has been declared, the emergency services and other agencies will be under pressure to provide an immediate statement. At the earliest opportunity a holding statement should be agreed and disseminated by the police press officer.

15.5 Police press staff will contact their counterparts in the other emergency services’ press offices and the Chief Minister’s Communications Unit to make them aware of the statement and in turn be informed of the information press officers/staff are releasing to the media. Care should be taken that the statements are not contradictory and do not impinge upon or undermine the actions of the other services.

15.6 Liaison on Scene
Press officers attending the scene of the incident should seek out their counterparts at the earliest opportunity and establish regular liaison so that contentious or conflicting information can be clarified before release to the media. The release of any information to the media must be sanctioned by the appropriate Gold Commander within the SCG through the Gold Media Advisor.

15.7 Gold/SCG and Silver/TCG Meetings
A designated press officer will attend both Strategic and Tactical Coordinating Group meetings. Likewise, it may also be necessary for senior media and communications personnel from the Chief Minister’s Communications Unit and the other emergency services to attend these meetings.

15.8 The Gold Media Advisor (designated police press/communications officer), will take the lead in developing and implementing the Major Incident Media
& Communications Strategy, in consultation with the SCG, which will provide direction on management of information and liaison with the media in response to the incident. However, it is important that each emergency service and key partner agency or organisation has a designated press officer who will take responsibility for collating and releasing information on their front line response, in line with the principles of the strategy.

15.9 Casualty Figures
Confirmed casualty figures may only be released after consultation with the SCG and Gold Media Advisor and will only be issued via the designated Police Press Bureau. It is important that the release of casualty figures is carefully managed to minimise the risk of misinformation and speculation.

15.10 Health and Social Services may confirm the general nature of types of injuries, provided this has been cleared by the SCG and Gold Media Advisor.

15.11 There may be circumstances when the police specifically request Health and Social Services not to release the name and location of hospitals and medical facilities to which casualties have been taken. Although unusual, this circumstance could arise in relation to alleged criminal/suspects and potential witnesses.

15.12 Joint Press Office
In the event of an incident being likely to run beyond 24 hours and involve a number of agencies, consideration will be given to seeking Press officers from other organisations to work jointly with Police Press staff in the Press Bureau. This will be determined by the Gold Media Advisor, in consultation with the SCG.

15.14 Joint Press Briefings
If the emergency services consider it beneficial to hold a joint press briefing the senior police officer at the scene will liaise with the relevant TCG (Silvers) and their Press Officers to agree a suitable format, identify any contentious issues and agree on how they can be dealt with. Authorisation for any Media briefing must be sought from the Gold Media Advisor.

15.15 The following division of areas of responsibility is suggested for any joint briefing:

States of Jersey Police
- overall response to the incident (assuming police lead)
- number of casualties
- how the emergency services coped/are coping
- CasB telephone number
- criminal investigations
- local disruption (past and continuing)
- coordination of any evacuation and evacuation points
- praise for local people who may have assisted in rescue operations
- heroic actions by police officers

**States of Jersey Fire and Rescue Service and Jersey Airport Rescue and Fire Service**
- the rescue operation and the level of response in terms of appliances and personnel
- how many people were trapped and in what circumstances
- what equipment was needed to free people
- where relevant, specific information related to flooding, fires or chemical incidents
- heroic actions by fire officers

**States of Jersey Ambulance Service**
- the nature and seriousness of those injured
- where casualties were taken (subject to any restrictions – see point 16.10)
- how many ambulances and medical staff were involved
- whether air assets deployed
- heroic actions by ambulance personnel

**Jersey Coastguard**
- details of the maritime incident
- what rescue units are deployed
- prevailing weather / tidal conditions; how they affect the situation
- casualty information being coordinated by the police
- investigation plans with Registrar of Shipping and MAIB
- RNLI may wish to make their own comments on their part of operations
- heroic actions / high seamanship skills at sea

**States Departments / Chief Minister’s Department**
- political statements
- what humanitarian assistance arrangements have been made
- specific issues in relation to lead department i.e. Environment and schools
- use of voluntary effort to help in the support and response of the emergency
- recovery and restoration issues

**15.16 Media Centres**
If the incident is on a large scale and is likely to attract a significant media presence for days or even weeks, the Gold Media Advisor will consider the establishment of a Media Centre.

**15.17 Providing a base from where reporters, camera crews and photographers can operate, the Media Centre will be staffed by press officers from all relevant agencies. Working under the direction of a Senior Media Coordinator (Bronze Media Centre), the Media centre will collate media requests for information**
and interviews/questions etc. and will act as a conduit for the release of updates and information about forthcoming press conferences as well as managing media accreditation arrangements established to support management of media access to the scene/press briefings etc. Further support in managing Media centre operations may also be sought from other organisations and mutual aid forces, dependent on the scale and size of the media operations.

The Press Bureau Coordinator (Silver) will be responsible for coordinating arrangements for the setting up of the Media Centre under the direction of the Gold Media Advisor. Where necessary, States of Jersey will be asked to identify a suitable venue for the Media Centre which may include a school or parish hall. Requirements for a Media Centre are defined in the States of Jersey Police Major Incident Manual.

15.18 Visits to the Scene and Emergency Reception Centres
Media attendance at the scene(s), or designated access/viewing points will be managed through the Scene Media Officer (Bronze) following authorisation from the Gold Media Advisor. All requests should be submitted to the Police Press Bureau or Media Centre, where one has been established, and directed to the Press Bureau Coordinator (Silver).

15.19 VIP Visits
It is common for VIPs to visit the scene of a disaster and injured survivors. These visits place additional strain on the operation in terms of security, public order, increased media attention and interruption to normal rescue functions. The Communications Unit of the States of Jersey Chief Minister’s department will be responsible for the arrangements and coordination of all such visits which should be arranged in conjunction with the Media Gold Advisor and SCG.
Section 16  Warning and Informing the Public

16.1 Background
Communicating with the public about emergencies is essential. This section outlines what is meant by warning and informing the public. It also outlines how organisations should raise public awareness of the risks of emergencies, as well as warning them and providing information and advice at the time of an emergency.

16.2 During the first two critical hours of an incident, essential information, warnings, advice and reassurance can be hard to come by. When emergency services and other agencies are working flat out the importance of communicating effectively with the public can be easily forgotten.

16.3 A well-informed public is better able to respond to an emergency and to minimise the impact of the emergency on the community. By informing the public as best they can all organisations will build their trust. Part of this is also to ensure avoiding alarming the public unnecessarily.

16.4 Best practice defines two distinct duties:
▪ Public awareness and warning and informing
▪ Advising the public of risks before an emergency, and maintaining arrangements to warn and keep them informed in the event of an emergency.

16.5 Assessing risks and preparing plans is coupled with a further duty to publish all or part of this information where it is necessary or desirable to prevent, reduce, control, mitigate or take other action in connection with an emergency.

16.6 Communicating before Emergencies
Organisations should aim to make the public aware of the risks of emergencies and how the organisation is prepared to deal with them if they happen.

16.7 When deciding what to publish, organisations should consider whether publication will assist in dealing with an emergency, particularly by creating a more informed public. It may make sense for organisations to group together in publishing information. It may not be necessary to publish whole risk assessments or plans, and it may be that some cases sensitive information needs to be edited out. In any event, organisations should aim to ensure the public is alert to, but not alarmed by, information, guidance and advice. Careful consideration should be given to any information which may cause unnecessary public concern or disproportionately raise fears about any risks.
16.8 Being Prepared to Communicate during Emergencies
In many circumstances it will be the States that first provides warning about an impending emergency. The States is ready to warn and inform the public about the whole range of possible emergencies.

16.9 But other organisations may need to ensure they, too, have arrangements in place to warn, inform and advise the public. In particular, there are organisations where an incident may have the potential to cause severe disruption or who expect to take action in relation to an emergency that would require a redeployment of resources or additional resources to do so (e.g. emergency services or the States of Jersey). Such organisations should have detailed plans addressing how the public will be informed of the disruption and advised on any action they might take to minimise the impact.

16.10 Confusion may be caused, if more than one agency were to plan to warn the public about the same risk at the same time and to the same extent. Thus organisations should ensure that they do not duplicate warning arrangements already be in place in other organisations. For instance, utilities companies have a duty under their own regulatory frameworks to provide warning, information and advice in certain circumstances when their services are interrupted.

16.11 The communications strategy for warning and informing - either direct with the public, or via the media - should be fully integrated into each emergency responder's plans. Organisations should test their warning and informing arrangements as they would emergency plans through exercising and providing training to staff. Just as there may be generic and specific emergency plans, so there may be generic and specific arrangements for warning and informing depending on the type of emergency being planned for and the particular circumstances in a specific area.

16.12 What information is needed when?

The Public Needs:
- basic details of the incident - what, where, when (and who, why and how, if possible)
- to know any implications for health and welfare
- advice and guidance (e.g. stay indoors, symptoms, preparing for evacuation)
- reassurance

The Public will want to know:
- other practical implications such as the effect on traffic, power supplies, telephones, water supplies, etc
- a helpline number
- what is being done to resolve the situation
Media Broadcasters and Press agencies will require:
- well-thought-out and joined-up arrangements between the emergency services, States of Jersey and other organisations, capable of providing agreed information at speed
- an immediate telephone contact
- a media meeting point near the scene

16.13 Warning Methods
The methods available to deliver urgent information to members of the public are extremely varied. Some depend on the availability of power supplies or phone lines. Some may require careful consideration of the risks to human life and health, for example where emergency staff or members of the public may be exposed to hazardous substances while they are warning or being warned.

Warning methods include:
- Mobilising officers to go round on foot and knock on doors
- From cars by loudhailer or other amplified means
- Media announcements, including internet and social media; e.g. Twitter and Facebook
- Electronic/variable message boards, e.g. at the roadside
- Direct radio broadcasts to shipping (in maritime incidents)
- PA announcements in public buildings, shopping centres, sports venues, transport systems, etc
- Automated telephone/fax/email/text messages to subscribers.

16.14 Connecting in a Crisis
'Connecting in a Crisis' is a BBC initiative to help ensure that the public has the information it needs and demands during a civil emergency. It sets out to encourage emergency responders to work more closely with broadcasters in the preparation of strategies for communicating essential information. In particular:
- it is about warning and informing in the interests of public safety
- it concentrates on delivering essential information quickly and is NOT about the wider issues of news reporting
- it is not a solution in itself, but sets out to provide a structure in which solutions can be worked out
- it offers guidance to the emergency planning community on how to engage in effective local relationships to achieve a shared state of professional readiness.
- it explains who to contact and identifies key information needs and addresses logistical issues
- it highlights good practice and innovative partnership ideas
- it is a catalyst for systems that will be strong enough to survive the pressures of a major incident
- it encourages planning and preparing together for the expected so that
there is more time to handle the unexpected

16.15 **Public Information Service**
At the outset of a major incident the States of Jersey Police will appoint from their staff a **Public Information Coordinator** who will have specific responsibility to ensure that the public is provided with information about the incident and any subsequent actions that may or should be taken.

16.16 The Public Information Coordinator will ensure local radio and TV stations are kept updated with details of community information such as road closures or evacuation details in order to enable swift transmission of information. In addition, a Jersey Telecom Message link recorded message, providing latest details of the incident, will be available to all members of the public.

16.17 The Service will provide a constantly updated (hourly – or sooner if appropriate) ‘Community Information Only’ service to the public by way of a pre-recorded ‘JT message link’ facility (2 minutes max.). In addition, the Jersey Police website [www.jersey.police.uk](http://www.jersey.police.uk) will be updated with details that mirror the JT message link information, while social media networks will also be utilised, as appropriate, to maintain information updates and, where necessary, respond to misinformation and/or potentially damaging speculation.

16.18 The information may include advice on a range of issues including personal safety, travel and weather precautions, as well as details of the incident and relevant emergency services arrangements.
Section 17 Recovery Planning

17.1 Recovery is an integral part of the emergency management process and it is recognised that the States of Jersey will take the lead coordination role in the process of rebuilding, restoring and rehabilitating the community following an emergency.

17.2 In order to ensure the earliest return to normality possible the recovery process will need to be implemented as soon as is practicable. Therefore, multi-agency recovery operations should start as soon as possible after the onset of an emergency.

17.3 Role of the Gold/Strategic Co-ordinating Group (SCG)
The SCG will start considering recovery alongside the response itself. This is essential to ensure that the impacts of the emergency on both individuals and communities are addressed at the earliest opportunity both to gain the initiative and to reinforce public confidence. The recovery process will comprise the following activities:

- Consequence management: preventing the impacts of an emergency from escalating (e.g. restoring essential services following a disruption or securing evacuated premises)
- Restoring the well-being of individuals, communities and the infrastructure that supports them
- Identifying at an early stage the possible long term impact of the emergency on individuals, communities and the environment and plan how to deal with them over the longer term
- Providing resources in the short term which will mitigate the long term effects
- Establishing what has happened, identifying where improvements could be made, and applying lessons learned
- Adapting systems, services and infrastructure affected by emergencies to meet future needs.

17.4 Recovery Process
The nature and extent of the recovery process will depend upon the nature, scale and severity of the emergency itself. The impact of the event could include:

- Disruption to daily life (e.g. educational establishments, welfare services, highways infrastructure, transport systems)
- Disruption to utilities/essential services
- Public displacement, which could include evacuation of homes, business premises etc
- Serious injury and deaths
- Contamination of the environment including eco-systems, waste and pollution
- Suffering (including physical and psychological effects)
- Economic impact both macro and micro

17.5 Experience has highlighted several key factors that underpin the success of the recovery process. These include:
- Clear leadership, robust management and long-term commitment
- Community engagement and involvement
- Private sector involvement

17.6 Impact Assessment
Emergencies can have a wide range of economic, social, health and environmental impacts. The establishment of the policy and priorities for the recovery effort requires leadership from elected representatives and active participation from affected communities. This will be crucial in ensuring that communities are engaged with the process as ownership is fundamental to most recovery operations and will contribute to the recovery of the community itself and its members.

17.7 Whereas urgency and decisiveness are pivotal to the response phase, the recovery phase requires thorough consultation with partners and stakeholders, and must include effective and timely communication with the public to ensure that key messages, timescales and details of the process are clearly explained to those most affected so that expectations do not become unrealistic.

17.8 In some cases the private sector will contribute most to the recovery operation, the assets and resources deployed, and the work done. In addition, if the physical losses caused by the emergency are insured then the insurance companies will be heavily involved with individual policyholders and contractors through loss adjustment and settlement.

17.9 Recovery Co-ordination Group (RCG)
Once the initial phase of the emergency has been concluded the Strategic Co-ordination Group will hand over to the RCG, the strategic decision-making body for the recovery phase. It will give a broad overview and represent each agency’s interests and statutory responsibilities.

17.10 The RCG will bring together the key agencies involved and is led by a senior officer of the agency most appropriate to the task. In many cases, the RCG will be chaired by a chief officer from a States Department given its functions in relation to restoring the physical environment, coordinating welfare support, and community leadership.

17.12 The purpose of the RCG is to:
- Provide visible and strong leadership during the recovery phase
- Establish and take advice from the sub-groups
- Decide the recovery strategy and ensure the strategy is implemented and public confidence rebuilt
- Ensure the coordination and delivery of consistent messages to the public and media.
- Decide the overall recovery strategy, including communications, clean-up, health, welfare, economic and business recovery
- Ensure that relevant stakeholders, especially the communities affected, are involved in developing and implementing the strategy
- Establish appropriate sub-groups as required by the emergency
- Produce an impact assessment on the situation
- Co-ordinate the recommendations and actions of the sub-groups and monitor progress
- Monitor financial matters and pursue funding and other assistance
- Agree exit strategy criteria and timescales
- Assess the final state of the physical infrastructure and natural environment affected by the emergency
- Deal with other issues that fall outside the scope of the working group and designate an appropriate agency to address them.

17.13 The membership of this Group will consist of a number of organisations which, depending upon the type and scale of the emergency, could include representatives from the following:
- parish/community Leaders
- states departments i.e. health and environment
- Scientific and Technical Advisory Cell (STAC)
- business and economic community leaders
- faith and cultural groups
- utility companies
- media
- transport companies
- insurance industry representatives

17.14 This list is only indicative; other agencies and organisations will be included in the RCG as appropriate and depending upon the nature and impact of the emergency.

17.15 The RCG will be closed once regular multi-agency coordination is no longer needed and individual agencies can deal with the remaining issues as a part of their normal business.

17.16 The Chair of the RCG, in discussion with the members, will decide when it is appropriate to stand down.

17.17 The length of time that the RCG has to continue meeting will vary according to the nature and scale of the emergency. Some emergencies may involve long-term issues.
Section 18  Occupier’s Response to Incidents

18.1 It is to be expected that any occupier of residential or commercial premises within a cordoned area, will wish to gain access to their premises as soon as possible. It should be noted that the term ‘premises’ here could be extended to include extensive sites and industrial areas where a major incident may have occurred and affected daily business, e.g. La Collette.

18.2 Responding agencies will wish to restore as much normality as possible as quickly as they can.

18.3 The area around a major incident is a potential crime scene and the police and other investigators need to carry out what may be a painstaking enquiry to gain material evidence. This could take some time and, during that period, people will need to be excluded from the area so that vital evidence is not lost. This necessity should be clearly and sensitively explained to them.

18.4 Damage caused by the incident may make the area unsafe to enter. The States must exercise its powers to remove those imminent dangers that represent a major safety hazard. It may be considered unsafe to allow owners to move in and attempt to deal with their properties simultaneously. In such cases, in the interest of public safety, the States may engage approved contractors to board up and commence repair work.

18.5 The Inner Cordon
An inner cordon may well be in place for a prolonged period. The boundaries could be redrawn once the search for evidence has been completed, but the immediate area may be out of bounds for days or, in some instances, weeks.

18.6 The Fire and Rescue Service is responsible for safety within the inner cordon. Subject to their and all other relevant safety advice, the police may allow a limited number of people to enter their premises to undertake damage assessment or retrieval of some items for a few minutes or hours.

18.7 The Outer Cordon
The police will aim to keep drawing in the outer cordon so that, at any time, only areas that have yet to be cleared for safety are within it. As premises are progressively freed from the cordon, occupiers will need to be on hand to secure their premises as soon as they are released.

18.8 The police, assisted by the States, will ensure that occupiers likely to be affected are given sufficient advance notice of the movement of the cordon boundaries.
18.9 During a prolonged incident, the redefining of cordon areas will be continually assessed.
Section 19 Operational Debriefing

19.1 Following an emergency response each of the services, States departments and agencies involved in the incident should hold a series of operational debriefs.

19.2 Initially these may be confined to each particular service, but later a multi-agency debrief should be held to consider the outcomes and lessons learned which will be incorporated into emergency response arrangements and other service manuals, as appropriate.

19.3 Multi-agency debriefs should consider the contribution provided by other, non-emergency service agencies to expand the knowledge and learning process that debriefs should collate. This is notwithstanding the potential conflict of interest that may result in later investigations. This aspect should be considered when inviting multi-agency organisations to an official debrief.

19.5 The purpose of such debriefs is to identify areas for improvement in procedures, equipment and systems. They should not be forums for criticising the performance of others.

19.6.1 Debriefs should not interfere with or comment on investigations into the incidents carried out by investigative or judicial authorities.

It is important to recognise that debrief reports and related documents may be subject to Freedom of Information requests and disclosable to individuals involved in legal proceedings.

19.4 Operational debriefs as discussed above should not be confused with defusing, psychological debriefing or other psychological support sessions offered to staff. These separate processes have a distinct and different purpose, namely to address the psychological impact of incidents on responders, to inform them about the nature of reactions to critical or traumatic events, and to provide information about self-care and support services available to them through their organisation.
Section 20  Welfare and Trauma Support for Responders

20.1 Responding to a critical or major incident, whether it be directly at the scene and in the immediate response or elsewhere and in the later stages of emergency response and recovery, can involve challenging, stressful and potentially traumatic work.

20.2 Organisations should be aware of the psychological impact of this work on all and the value in offering immediate and follow-up post-incident care and support for those personnel involved in responding. Planning for and providing appropriate social and psychological support for those who may be affected by major incidents as responders is integral to the health and safety responsibility of all organisations. The Emergency Services, as well as those who work at the Airport or Coastguard, have access to support through Critical Incident Stress Management (CISM). Employees and Line Managers require to be aware of the support offered and how to access it.

20.3 Experience from recent incidents reinforces current research and guidance emphasising that proactive welfare and trauma support should be made available to staff of organisations deployed in major incident scenarios. Appropriate critical incident interventions and risk assessments offer the opportunity for an early indication of who may go on to develop formal trauma-related illnesses and enables individuals to access information, support and coping strategies for enhancing their well-being and, where necessary, recovery.

20.4 People who are identified as at higher risk of developing Post-Traumatic Stress Disorder will require skilled professional help which should be provided through their organisation. Arrangements for this must be made in a way that ensures confidentiality and overcomes the cultural resistance that sometimes exists in the emergency services to offering and accessing such support. Information, support and services should also be made available to support staff, even if they are not directly involved at the scene, e.g. administration staff, drivers and communications staff.

20.5 In addition to the services provided by the emergency services and responding organisations the Health and Social Services Critical Incident Support Team (CIST) are available to support service welfare officers.
Appendix A – Responsibilities of Key Responders

Outline Responsibilities
This section sets out the responsibilities of emergency responders. There is a presumption that each organisation will manage its resources to enable it to respond to any disaster within agreed arrangements and protocols, and will have undertaken the appropriate detailed pre-planning activity.

Common Responsibilities
The following responsibilities are common to all emergency responders and other supporting agencies and organisations:
1. Provide senior management representation and support to multi-agency lead coordination group meetings (TCG, SCG, EC)
2. Provide appropriate resources to support the response, consolidation, recovery and restoration phases of major incidents
3. Provide staff to support Media and Communications management of major or serious incidents by the States of Jersey Police and/or Chief Minister’s Department Communications Unit
4. Provide resources where available in support of other departments.

Chief Minister’s Department
(Communications Unit, Emergency Planning and International Affairs)

Communications Unit
1. Manage local, national and international media enquiries, press conferences and interviews involving the Chief Minister, Ministers and States Departments
2. Manage internal and external communications
3. Provide staff and advice to other lead departments
4. Provide media and communications support to the States of Jersey Police

Emergency Planning
1. Receive alerting message and/or information from Emergency Services
2. Receive information from other authorities and agencies
3. Assess Emergency Planning Board and Emergencies Council involvement
4. Alert and/or activate the appropriate management of the authorities concerned and/or implement specific schemes as required
5. Act as a link between outside authorities and the Emergencies Council
6. Provide, where requested, emergency planning support to States Departments
7. Coordinate the emergency plans and emergency action with the Governments of the UK, Guernsey and France
8. Alert and coordinate Voluntary Organisations in support of the Public Services involved in an emergency

International Affairs
1. Provide liaison officers to support United Kingdom Government Rapid Reaction Teams (Foreign and Commonwealth Office and Home Office) and Honorary Consul representatives.
Economic Development

*(Jersey Coastguard and Harbours, Jersey Airport, Communications Services and Tourism)*

1. Provide co-ordination around Emergency Food Planning.

**Jersey Coastguard and Harbours**

1. Inform the Home Office in accordance with the MANCHEPLAN and coordinate maritime search and rescue operations appointing, if necessary, an On-Scene Commander (OSC) to take direct control of all activities in the immediate vicinity of the incident.
2. For marine incidents, request the States Police to have established by the National Air Traffic Service (NATS) a temporary air danger zone and act as the Emergency Coordinating Authority (ECA) for the incident.
3. Coordinate the activities of the RNLI Lifeguards.
5. Act as conduit for requests from other sources for helicopter assistance.
6. Disseminate information to vessels at sea essential for their continued safety and safe navigation.
7. Establish pre-determined liaison arrangements with France and Insular authorities to ensure rapid exchange of information.
8. On receipt of a report of marine pollution, activate the Oil Pollution Officer.
9. Assist Transport and Technical Services to coordinate anti-pollution and clean-up operations.

**Jersey Airport**

1. To produce an emergency plan in accordance with the standards of the Civil Aviation Authority (CAA) and the International Civil Aviation Organisation (ICAO) and ensure that equipment and communications are provided to the recommended scales and capabilities; in particular Jersey Airport has responsibility for the provision of communications on the same system as the officer in charge of any States of Jersey Fire and Rescue Service units deployed to assist.
2. To mobilise and despatch the Airport Rescue and Fire Fighting Service to the scene of any aircraft accident in accordance with pre-arranged contingency plans.
3. To undertake fire fighting and associated rescue operations.
4. To assist the medical services in providing access to trapped casualties.
5. To assess and define unsafe areas and advise the States Police on the need for warning and evacuation.
6. Coordinate any necessary Temporary Emergency Flying Restrictions.
7. Liaise with Jersey Coastguard in the event of an aircraft ditching.

**Communications Services**

1. To make arrangements for liaison and support between the States and appropriate organisations on all radio communications matters.
2. Provide IT, communications and TETRA services.
**Tourism**
1. Subject to availability, to identify and seek to make available, foreign language speakers, as appropriate, to aid any department requiring interpreters
2. Activate the Emergency Action Plan for Stranded Passengers

**Education, Sport and Culture**
1. Make available premises as required for the temporary accommodation of homeless people
2. Make arrangements for the provision of heating, lighting and sanitation services in any premises being used as emergency premises
3. Make provision for a catering service for the feeding of homeless persons and personnel involved in emergency operations
4. Make arrangements for liaison between the Department for Education, Sport and Culture staff in premises being used for emergency purposes and the emergency staff using the facilities
5. Liaise with the Social Security Department and Housing Department.

**Health and Social Services ‘General’**
*(Ambulance Service, Hospital, Medical Officer of Health, Medical Incident Officer, Social Services)*

**Ambulance Service**
1. Receive emergency calls from the other Emergency Services or other sources
2. Alert the General Hospital of the possibility of a major emergency
3. Receive from the first ambulance at the scene confirmation of the nature of the emergency
4. Cancel the alert or to confirm a major emergency exists within the General Hospital
5. Alert all ambulance staff, medical and support teams via the Ambulance Service paging system
6. Provide a senior Ambulance Officer at the scene of the emergency to act as ‘Ambulance Silver Officer’, to establish an Ambulance Control and, as required, a Casualty Clearing Station at the scene
7. Have arrangements in place to evacuate the General Hospital
8. Coordinate the activities of the Ambulance Support Unit and St John Ambulance and organise their activities in accordance with standing instructions
9. Provide advance notification to the General Hospital of any likelihood of increased demands for blood
10. Establish radio communications from the scene of the emergency to the General Hospital and, if required, radio communication with any officers deployed to the Emergency Centre
11. Liaise at the scene with the States of Jersey Police (or in certain circumstances the States of Jersey Fire and Rescue Service) who will be coordinating on-site activity
12. Forward to the hospital any information acquired at the scene relating to biochemical or radiation hazards and possible contamination of casualties
13. Determine at the scene the evacuation priorities for casualties
14. Advise the General Hospital on the prevailing situation and the categories and estimated times of arrival of casualties
15. Organise the relief of ambulance crews in the event of a prolonged emergency
16. Consider implementing the mutual aid plan with St John Ambulance and Rescue Guernsey and South Western Ambulance Service NHS Trust
17. Issue a ‘Stand Down’ message to confirm to the General Hospital when there are no further casualties at the scene
18. Organise transportation for patients who may be discharged or transferred from the hospital
19. Ensure rest of Island Ambulance cover for medical emergencies and activate accordingly

**St John Ambulance**

At the request of the Duty Ambulance Officer, St John Ambulance will arrange the following:-

1. To provide a point for alerting St. John members
2. To implement ‘callout’ system for members and ambulances with qualified persons
3. To maintain communications during an emergency
4. To deploy members and ambulances, as requested, according to circumstances prevailing
5. To support the Ambulance Silver Officer and assist with the staffing of emergency medical centres
6. To provide welfare services as appropriate
7. To provide detailed records of St John Ambulance activities throughout the emergency

**Medical Officer of Health**

1. Receive from the States of Jersey Police, States of Jersey or other statutory bodies, any assessments of risks, which may affect the public health of the community
2. Receive notification of the implementation of emergency procedures by the General Hospital
3. Alert officers to the emergency, initiate an immediate assessment of general and specific threats to the Island’s public health and thereafter disseminate appropriate information and instructions
4. Liaise and coordinate with the NHS and Guernsey on mutual support requirements, actual or potential, in response to an emergency situation
5. Arrange for the establishment of a radiation monitoring service
6. Provide advice as required to States Departments and multi-agency lead command and control and coordination group meetings (TCG, SCG, EC)
7. Receive from the States of Jersey Police any information on requirements to evacuate an area in response to any actual, or potential, emergency and assess the health implications for individuals and communities
8. Assess the effect of any emergency or contingency measures invoked as a result of potential hazards, on special care groups e.g. premature babies, dialysis patients etc, and co-ordinate contingency plans for the same
9. Review any requirement to activate additional immediate care facilities, with the possible use of designated “Emergency Medical Centres”
10. Advise general and dental practitioners, Community Health Services, independent hospitals and nursing homes of any local threat and all necessary actions required in response to the emergency
11. Prepare any press or media releases, on public health issues and advise the public, relevant to the emergency situation, in conjunction with the lead States department
12. Review, on a regular basis, vaccination programmes, specific antidotes for nerve agents, the availability of prophylaxis for exposure to radiation and control measures aligned to the prevention of communicable disease, including the availability of vaccine
13. Consult and liaise with the Official Analyst, the UK Health Protection Agency and other relevant authorities (e.g. Port Health Authorities) regarding any communicable, serious infections, diseases or toxicological incident
14. Assess the impact of any emergency and advise the General Hospital of the need to restrict activity
15. Submit a post-incident report.

Hospital
To implement those parts of hospital contingency plans and procedures relating to:
1. A major emergency involving casualties
2. The immediate protection of patients and protective measures in respect of plant, premises and essential equipment in the event of an actual or potentially hazardous situation.
3. The Hospital also has responsibility:
4. To maintain communications, via the Ambulance Service radio system, with the Ambulance Incident Officer at the scene of an emergency to liaise on matters relating to casualty evacuation
5. To provide ambulance or organise air evacuation of casualties from the hospital to specialist centres, including the repatriation of foreign nationals
6. To establish at the General Hospital a Major Incident Control Centre to act as the focal point for the coordination of the hospital’s response and for the consolidation and necessary dissemination of information
7. To activate facilities and procedures for the gross decontamination of casualties prior to entry to the Accident and Emergency Department in the event of an emergency known to, or suspected of, involving hazardous substances
8. To activate procedures for the safe custody of the personal effects and property of casualties and, as appropriate, liaise with the States of Jersey Police on any requirements associated with procedures for the recording and preserving of items of evidence
9. To consult and liaise with special reference laboratories, specialist hospitals and centres and consultant colleagues regarding the treatment or relocation of casualties
10. To alert the Blood Transfusion Service to the possibility of increased demands
11. To assume the leading role in the acquisition of additional resources of all natures, required by the General Hospital in response to the emergency
12. To assess the potential and make the necessary arrangements for the accelerated discharge or relocation of patients to increase bed availability for casualties or minimise any risk to which in-patients may be exposed
13. In the event of the implementation of the accelerated discharge or relocation of patients, to coordinate the notification of relatives, respective General Practitioners and, as may be appropriate, Social Services
14. To receive and provide office facilities, including telephones, for the Police Documentation team and ensure the speedy transmission of details to the Team concerning the identity, general condition and location of casualties
15. In the event of a terrorist incident or circumstances creating a need for an increased police presence at the General Hospital, to receive and provide office facilities, including a telephone, for a Principal Police Liaison Officer and, thereafter, to use this officer as the General Hospital’s primary point of contact on all police matters
16. To receive relatives and friends of casualties and provide appropriate facilities, including access to telephones
17. To receive accredited representatives of the news media, organise periodic briefings and press releases and provide appropriate facilities, including access to telephones
18. To establish a volunteer reception for members of the voluntary aid societies or individual volunteers, offering their services, confirming skills and allocating them to supporting roles as may be required
19. Monitor staff welfare at all stages and ensure counselling or other facilities are available
20. Where appropriate to maintain liaison with the Medical Officer of Health on the General Hospital’s immediate response to the emergency, implementing any contingency measures in accordance with Medical Officer of Health instructions and, as may be appropriate, seeking advice or assistance in relation to further action that may have to be taken
21. To determine the appropriate time for the declaration of a Hospital ‘Stand Down’ following receipt of the Ambulance Service message: - ‘Scene Evacuation Complete’ or a notification by the Emergencies Council that an actual or potentially hazardous situation has ceased.
22. To determine priorities for the work of the General Hospital immediately following the incident
23. With the declaration of a ‘Stand Down’, to notify the Chief Executive of Health and Social Services or a nominated deputy, of all matters of significance, e.g. the number of casualties treated, number of admissions and any discharge or relocation of patients.

Medical Incident Officer (MIO)
The Medical Incident Officer is the leader of the team of voluntary general practitioners who support the Ambulance Service at the scene of a Major Incident. The responsibility of the MIO is:
1. On receipt of the alert, to proceed to Ambulance HQ to collect all necessary equipment to assume the role of Medical Incident Officer
2. To liaise with the Ambulance Silver Officer at the scene in the formulation of a casualty evacuation plan
3. To assist the Ambulance Silver Officer in coordinating all medical and first aid services at the scene, including activity of all mobile Medical Teams
4. To call for additional assistance as required
5. Where possible, to organise the labelling of casualties in accordance with priorities for evacuation and treatment and to record any controlled drugs administered
6. To ensure, in liaison with the States of Jersey Police, that arrangements are in place to determine death at the scene, so that the deceased can be moved to designated mortuaries
7. To determine in conjunction with the Ambulance Incident Officer the time at which a ‘Scene Evacuation Complete’ notification can be given.

**Community and Social Services**
1. Provide resources to support Emergency Reception Centres (Rest, Survivor, Family and Friends and Humanitarian Assistance Centres).

**Home Affairs Department**
*States of Jersey Police, Fire and Rescue Service, Office of Superintendent Registrar*
1. Provide senior management representation and support to multi-agency lead coordination group meetings, (TCG, SCG, EC)
2. Provide appropriate resources to support the response, consolidation, recovery and restoration phases of major incidents
3. To provide a Media and Communications Officer to support the media management of the incident by the States of Jersey Police and/or Chief Minister’s Department Communications Unit
4. To provide an Explosive Ordinance Disposal response on the Island.

**States of Jersey Police**
1. Establish appropriate Command and Control arrangements
2. Receive alerting calls and activate other organisations as necessary
3. Maintain a log of events and action taken at the scene
4. Determine the need for evacuation and, if necessary, undertake this to an Evacuation Assembly Point at, or near, the site
5. Provide a small team of secondary response officers, suitably dressed and equipped with personal protective equipment effective against some CBRN threats and hazards
6. Provide support to CBRN decontamination processes being undertaken by the States of Jersey Fire and Rescue Service and States of Jersey Ambulance Service
7. Evaluate risks and arrange for advice and warning to the public as necessary
8. Provide Hospital Documentation team(s) to attend designated hospital(s) to record casualty details and pass to the Casualty Information Bureau
9. In appropriate cases provide a liaison officer to attend hospital to coordinate all Police activity at hospital, including hospital security
10. Arrange communications facilities for States of Jersey Police and inter-service coordination
11. Notify national and local press, radio and television of the occurrence, and publish the telephone number of the Casualty Information Bureau
12. Provide Police Press Liaison Officers to attend the scene to manage the media
13. Provide press liaison officers as appropriate at key locations
14. For recording purposes arrange for closed circuit television crew to attend site
15. Make arrangements for emergency lighting if necessary
16. Provide, where necessary, escorts for Mobile Medical Teams attending scene
17. If required provide traffic control at designated hospitals
18. In consultation with the Ambulance Silver Officer and/or Medical Incident Officer locate a Casualty Collection Point and Ambulance Loading Point
19. Secure improvised, temporary or full mortuary accommodation as necessary
20. Ensure all human remains are correctly labelled and collected on site
21. Make arrangements for the security of personal belongings found on site
22. Arrange attendance of Ministers of Religion at the scene as required
23. Arrange for military or other specialist assistance required in relation to the safety of the public, e.g. bomb incidents.

Fire and Rescue Service
1. Undertake dynamic risk assessment(s) within the incident site and advise other emergency services of appropriate access and egress points
2. Supervise access to the incident area and ensure the safety of all the personnel within the Inner Cordon
3. Provide appropriate equipment for Fire and Rescue site communications
4. Through Fire Control, arrange for the provision from local or national sources of any additional personnel or specialist equipment needed for Fire and Rescue Operations
5. Participate in investigations as appropriate and prepare reports and evidence for criminal and civil enquiries
6. Remain on standby during the non-emergency recovery phase to ensure continued safety at and surrounding the site if necessary.

Office of Superintendent Registrar
Coordinate Parishes in the process of registration of deaths

Housing Department
1. Liaise with the Parish, Social Security and Education Departments for the longer term accommodation of the homeless.

Environment Department
(Environmental Protection, States Veterinary Service, Meteorological Office, Marine Resources)
1. Make available maps, plans, charts and data on all properties on the Island as required.
Environmental Protection
1. Participate in investigations as appropriate and prepare reports and evidence for criminal enquiries
2. Advise where possible on any agricultural or aqua-cultural counter-measure required and implement those as directed
3. Make arrangements for liaison and support between the States and appropriate organisations in respect of animal health matters
4. Provide information where known on the location and types of food crops on the Island
5. Provide information to aid the Farming and Fishing Industries in the protection of their stocks and any recovery measures subsequently required.

States Veterinary Service
1. Implement any necessary animal health measures

Meteorological Office
1. Provide severe weather warnings to the Public Authorities and the Media, whenever the weather is likely to cause severe disruption or danger to life (Severe weather warnings are issued for storm force winds, snow, ice, extreme rainfall events and flooding from the sea)
2. Provide predictive mapping advice
3. Receive, assess and relay reports of oil pollution at sea (with assistance from Environment Department)
4. Monitor and forecast the movement of oil pollution (with assistance from Environment Department)
5. Provide advice in order that the movement of radioactive or chemical releases which may threaten the Island can be predicted.

Social Security
(Health and Safety)
1. Provide senior management representation and support to multi-agency lead coordination group meetings, (TCG, SCG, EC)
2. Provide appropriate resources to support the response, consolidation, recovery and restoration phases of major incidents
3. Provide a States Customer Services Centre to provide a point of contact for the public not requiring the CasB
4. Provide a Media and Communications Officer to support the media management of the incident by the States of Jersey Police and/or Chief Minister’s Department Communications Unit
5. Make provision for hardship payments.

Health and Safety
1. Participate in investigations as appropriate and prepare reports and evidence for criminal and civil enquiries
2. Advise, where possible, on health and safety hazards and risks
3. Make arrangements for liaison and support between the States and appropriate organisations, including the UK Health and Safety Executive, in respect of specialist health and safety at work advice

**Transport and Technical Services**

1. Establish departmental Control Room
2. Provide an organisation for the maintenance of traffic flow on roads and other public rights of way
3. Treat any contamination of the shoreline by oil and liaise with the Harbours Department for actions arising from off-shore spillage
4. Treat any contamination of the shoreline by hazardous substances
5. Maintain ongoing individual contacts with contractors or suppliers for the provision of labour, plant, materials, supplies and services which may be required on a specialist or immediate response basis
6. Provide a Transport Officer, situated in the Departmental Control Room to coordinate and facilitate specialist vehicles and equipment
7. Provide departmental resources when requested by other organisations operating within the Emergency Plan in support of their responsibilities
8. Provide a distribution and delivery service by making available the department’s fleet of vehicles and drivers where possible and practical
9. Provide a full maintenance and repair facility for plant, vehicles and related equipment including breakdown and recovery where necessary
10. Provide spare parts either from stock or main suppliers
11. Provide back-up, both in materials and expertise, to the emergency services in the form of additional welding and cutting equipment.

**Treasury and Resources Department**

*(Property Holdings, Human Resources)*

1. Make the necessary financial arrangements to support the Island’s emergency response activities
2. Provide resources where available in support of other departments
3. Make arrangements for liaison and support between the States and appropriate organisations in respect of finance and the service of volunteers
4. Provide the necessary reports on finance and expenditure as appropriate
5. Establish appropriate systems in order to operate any scheme of requisitioning which may be authorised within the Island
6. Facilitate structural engineers to assess dangerous building and structures
7. Provide support and security arrangements for Emergency Centre accommodation
8. Advise on those plans that require the reinforcement and/or protection of buildings including the services therein
9. Provide for substitution in the event of damage or threat to States premises
10. Maintain access to States sites and buildings where appropriate, and the reinstatement or repair of States office premises
11. Identify potential public shelters
12. Identify requirements for sanitation, lighting, heating and water in affected premises
13. Make available maps, plans, charts and data on all properties on the Island as required.

**Human Resources**
Provide coordination for procuring manpower when required by other Departments to assist them in their response to the Emergency.

**Viscount’s Department**
Provide the functions of the Coroner.

**States Greffe**
1. Provide secretarial support to the Emergencies Council
2. Operate a system to monitor elected member involvement and provide information to the Emergencies Council on issues requiring action
3. Service, if necessary, ad hoc or standing working groups associated with the emergency
4. Make arrangements for the provision and/or reception of liaison officers between the Emergencies Council and other authorities and services as required.

**Official Analyst**
Provide advice and assistance as may be required by any States Department regarding chemical or any toxicological elements involved in, or arising from, an emergency incident.

**Parishes**
1. Activate the Parish Emergency Plan
2. Provide a Duty Centenier to receive alerts and warnings
3. Set up and staff a Parish Emergency Centre and provide a point of contact for the appropriate coordination group
4. Collect information, assess requirements and pass them on to the appropriate coordination group
5. Provide and deploy resources as appropriate
6. Establish a system for disseminating information to the public in the early stages in collaboration with the States of Jersey Police
7. Establish liaison with other services and organisations as necessary
8. Provide Honorary Police to assist operations in other Parishes as appropriate
9. Arrange alternative, or transit, accommodation for the homeless
10. Arrange transport for the homeless
11. Arrange for food and feeding facilities where necessary
12. Arrange for emergency sanitation, clothing and other welfare items where necessary
13. Arrange for the re-housing of families
14. Clear debris and restore roadways
15. Provide mortuary accommodation where necessary
16. Maintain financial records of parish expenditure and make arrangements for funding
17. Provide a base for deployment of volunteers as appropriate.

**Liberty Bus Services**
If practicable provide emergency transport for evacuation and transport of people involved in major incidents.

**Jersey Electricity**
1. Maintain electricity supplies, secure the public’s safety and protect the Jersey Electricity plant
2. Receive emergency calls from the general public and other emergency services
3. Interpret those calls and assess the implications on the electricity supply system and the public’s safety
4. Where affected, Jersey Electricity will declare a System Emergency in accordance with the following definitions:
   “A system emergency arises when an event or events occur on the electricity supply system which disrupt electricity supplies to the extent that they force the adoption of abnormal work patterns and the extensive redeployment of resources. These may occur simultaneously or progressively over a period of time”
5. Jersey Electricity will establish an information centre to provide information to local media
6. Provide any relevant expertise to assist in the handling of an emergency. This includes representation at the Emergency Centre upon request by the Emergencies Council
7. Provide advance notification to the Emergency Planning Officer of any actual, or potential, problems which could lead to any major disruption of supplies

**Jersey Gas**
1. Maintain gas supplies at correct operating pressures in order to ensure Public safety and protect Jersey Gas plant
2. Receive emergency calls from the general public and emergency services relating to gas emergencies
3. Interpret these calls/investigate and assess the situation in relation to the gas system and the general public safety
4. When supplies are affected the company will declare an incident in accordance with the following guidelines:
   “An emergency incident arises when event/events occur which restricts the distribution and transmission of gas to our customers at correct pressures. The consequences of which would involve the adoption of abnormal work patterns and extreme redeployment of resources”
5. In the event of an incident the company will establish local incident centres to control the operation. They will collate and disseminate all relevant information
6. The company will provide all information for national and local media
7. The company will endeavour to provide any expertise, as required, to handle emergencies. This includes representation at the Emergency Centre upon request by the Emergencies Council.

8. Provide advance notification to the Emergency Planning Officer of any actual or potential problems which could lead to any major disruption of supplies.

**Jersey Water**
1. Receive initial information of incident at Control Centre
2. Undertake any immediate remedial works within the capabilities of staff in attendance
3. Locate emergency water supplies
4. Consult with Senior Management and with Scientific Services when applicable
5. Implement company emergency plan
6. Make provision for additional specialist staff and equipment
7. Oversee and coordinate specialist works
8. Request assistance from radio and television to inform and warn the public
9. Coordinate local dissemination of information
10. Set up and staff Emergency and Communication Centre
11. Provide communication sets and staffing at Emergency Centre
12. Maintain logs and records of all activities
13. Provide advance notification to the EPO of any actual or potential problems which could lead to any major disruption
14. The company will provide an Emergency Procedures Manual appropriate to its activities
15. Arrange specialist advice on water quality issues.

**Jersey Telecom**
1. The provision of such additional telephone lines and other telecommunications equipment as may be necessary to link responding agencies
2. Make arrangements for liaison with British Telecoms or any other outside agency to ensure adequate communications links with the outside world
3. The provision of staff, where possible, to assist in the manning of the States of Jersey Police switchboard and any other duties which may be required, depending upon circumstances and the extent of any such emergency.
Appendix B – Chemical, Biological, Radiological and Nuclear Devices

1. **Introduction**
   In recent years there has been an increased awareness of the threat posed by a CBRN terrorist attack. It is anticipated that the terrorist may use a device to release hazardous materials. The threat from such a device is significant, not only as a result of its activation but also in the fear and panic that it would create within the Island.

2. **Descriptions of CBRN devices:**
   **C – Chemical.** These devices will contain some form of chemical agent, the effects of which range from causing watery eyes, blistering to the skin through, in the worst-case scenario, to instantaneous death. Examples include CS, Sarin and Mustard Gas.

   **B – Biological.** These devices contain some form of biological agent. The effects of this type of device are not immediately apparent as the biological agent may take a number of days or even weeks to incubate in an infected victim. However, the result of exposure and subsequent infection can range from flu-like symptoms through, in extreme cases, to death. Examples include Anthrax, Cholera and Ebola.

   **R – Radiological.** These devices may contain a quantity of radioactive material as a part of a conventional explosive device. On detonation, the radioactive material is spread over large distances, making the area unsafe to humans until it has been cleared up. Exposed individuals are likely to be externally and internally contaminated with radioactive material. Depending on the received dose there may be short-term (e.g. radiation sickness) and long-term (e.g. cancer) effects from such an exposure.

   **N – Nuclear.** These devices take considerable scientific expertise to create and the most likely source of such a device is the existing nuclear stockpile across the world. The presence of a radiological or nuclear device can easily be detected by equipment that measures radiation levels, even before the device has detonated. Survey meters and electronic personal dosimeters are examples of such equipment.

3. The presence of chemical or biological agents is harder to detect prior to release. However, once activated, the effects of a chemical device are likely to create an immediate reaction from the victims. In the case of a biological device the effects will not be immediately visible after activation.

4. An Emergency Services 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.

5. The main functions of the emergency services and other agencies at a CBRN incident are the same as those laid out in Sections 5 and 6 of this manual. However, both the States of Jersey Ambulance Service and States of Jersey Fire and Rescue Service have additional responsibilities specific to the decontamination process.

6. **Decontamination**

   States of Jersey Ambulance and Fire and Rescue Services are responsible for the decontamination of people at a chemical incident and provide the personnel, skills and resources to undertake this service.

   6.1 Decontamination will need to be carried out on-scene to prevent contamination of ambulances, the hospital and staff. In extreme circumstance, SJFRS, in consultation with SJAS, may undertake mass-decontamination of the public where large numbers of people have been exposed to hazardous chemicals.

   6.2 **Decontamination of Buildings**

   The States of Jersey will take the lead for the decontamination of commercial and domestic property. The key stages in the decontamination process are shown in the following table.

<table>
<thead>
<tr>
<th>Stage</th>
<th>Description</th>
<th>Responsible Organisations</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Determining the decontamination requirement / developing decontamination strategy</td>
<td>Health Protection / TTS / Parish Waste Management</td>
</tr>
<tr>
<td>2</td>
<td>Decontaminating affected buildings</td>
<td>Health Protection / TTS / Parish Waste Management</td>
</tr>
<tr>
<td>3</td>
<td>Assessing the effectiveness of decontamination for re-occupation or re-use of premises</td>
<td>Health Protection / TTS / Parish Waste Management / HSI / Environment Dept</td>
</tr>
<tr>
<td></td>
<td>At all times Transportation / temporary storage / disposal of contaminated waste</td>
<td>TTS / Health Protection / Environment Dept</td>
</tr>
<tr>
<td></td>
<td>Ensuring the Health &amp; Safety of operational personnel</td>
<td>Relevant departments and HSI</td>
</tr>
</tbody>
</table>

6.3 **United Kingdom Government Decontamination Service (GDS)**

   The Government Decontamination Services (GDS) is an executive agency of DEFRA whose remit is to enhance the UK ability to deal with the consequences of an accidental release of chemical material affecting the built and open environment, transport and infrastructure.
6.4 Following a COMAH /PSR emergency, the GDS:

- Will ensure that authorities have access to specialist decontamination services
- may assist in the coordination of decontamination operations

The GDS will not:

- act as a first responder
- assume responsibility for decontamination
- fund decontamination
- deal with humans, animals or their remains.

6.5 Decontamination of the Environment

Decontamination of the open environment will be lead by Transport and Technical Services and the Environment Department in consultation with the support of other specialist organisations.

6.6 Control of Marine Pollution

In the event of maritime pollution caused by an incident at La Collette, Jersey Harbours and Transport and Technical Services will activate the Maritime Counter Pollution Response Plan.

6.7 Sampling and Monitoring

Provision for the sampling and monitoring of air, ground and water contamination is undertaken by the Environment Department, Health Protection and the appropriate site operators.

6.8 The results may be used to assess levels of pollution following an incident and to provide data to audit results provided by the site operators.

6.9 Individual site operators have arrangements in place to provide specialist resources to assist with the area of response, which are contained within individual ‘On Site’ Plans.

7. Definition of Decontamination

Decontamination is the procedure employed to remove hazardous materials from people and equipment.

7.1 Clinical Decontamination is the medical procedure to treat patients affected by or contaminated with hazardous materials. The prioritisation of casualties prior to decontamination requires the input of specialist Health and Social Services staff.

7.2 Emergency Decontamination is a procedure carried out when time does not allow for the deployment of specialist resources and it is judged as imperative that decontamination of people is carried out as soon as possible. Improvised
equipment may be used in lieu of dedicated facilities where it is imperative to remove hazardous material as soon as possible.

7.3 It is recognised by all agencies that the implementation of emergency decontamination may carry risks to certain groups, for example, the elderly, the infirm and the injured. Irrespective of which agency commences decontamination, the process should fall under the clinical control of the Health and Social Services as soon as practicable to ensure the safe management of casualties.
Appendix C – Aircraft Incidents

1. Introduction
A major air incident is by its very nature an extremely sudden and catastrophic event, placing all the organisations concerned with the response under intense pressure. The scale of such events means their effects are widespread, and they may often cross administrative boundaries and involve a massive and lengthy recovery operation.

2. Major incidents involving aircraft that occur within airfield boundaries will involve a local response based upon Civil Aviation Authority guidelines.

3. Specific Site Hazards
A major air accident will produce a toxic environment at the scene and all services responding should be aware of the need for paying extra attention to the identification of potential hazards and 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.

4. In addition to the Fire and Rescue Service, both the Air Accidents Investigations Branch (AAIB) and Royal Air Force are able to provide advice on potential hazards from crashed aircraft and the materials present in specific aircraft types.

5. Organisations providing support to Crashed Aircraft incidents
Air Accidents Investigation Branch (AAIB)
The AAIB investigates all civil aircraft accidents that occur in the UK and helps in the investigation of military accidents at the request of the Ministry of Defence. There are a number of statutory powers associated with this role through the Civil Aviation Investigation of Accidents Regulations 1989. These regulations give the AAIB necessary powers of investigation relating to the management of the scene. Close liaison between the AAIB investigators and the emergency services at the scene is essential at the earliest possible opportunity.

The Airport Authority will be responsible for contacting the AAIB and SoJ Police on being informed of an incident. The initial AAIB response to a major air accident will consist of a small team of pilots and engineers who will work with RAF pathologists, where necessary. The police investigation will be carried out in close cooperation with the AAIB.

Royal Air Force
The RAF will deal with post-crash recovery for all military fixed-wing aircraft (including non-UK military aircraft) accidents in Jersey and has the capability to help with civilian incidents, where requested, particularly with wreckage removal in line with AAIB guidance. The unit responsible for providing this support is based at RAF Odiham, Hampshire. RAF Search and Rescue (SAR)
resources may be alerted by calling the Air Rescue Co-ordination Centre (Kinloss) duty officer.

7. These arrangements include MOD sponsored visiting aircraft. On notification the Station will activate its Aircraft Post Crash Management (APCM) procedures which will ensure that health and safety precautions are taken to protect the local population and personnel at or near the crash site and that evidence is preserved.

8. In addition the Royal Naval Institute of Naval Medicine and the Centre of Aviation Medicine maintains a Duty Crash Response Officer to provide Occupational Hygiene and Environmental Protection support at an accident site.

9. Royal Navy (RN)
The RN will deal with all military rotary-wing aircraft crashes. The unit is the Mobile Aircraft Support Unit based at RNAY Fleetlands, Gosport, Hampshire.

10. General Emergency Procedures
In order for the emergency services and aerodrome authorities to understand the nature of an emergency, the Civil Aviation Authority have defined the following categories for use during a prescribed incident. Air Traffic Control (ATC) will usually make the initial decision on the category of emergency. Subject to threat assessment by the police and aerodrome authority there may be occasions when a response to a bomb warning is required to an aircraft either in the air, on the ground or on the aerodrome premises.

<table>
<thead>
<tr>
<th>Code Word</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aircraft Accident</td>
<td>Aircraft accidents which have occurred or are inevitable on, or in the vicinity of, the aerodrome.</td>
</tr>
<tr>
<td>Full Emergency</td>
<td>When it is known that an aircraft in the air is, or is suspected to be, in such difficulties that there is a danger of an accident.</td>
</tr>
<tr>
<td>Aircraft Ground Inci</td>
<td>Where an aircraft on the ground is known to have an emergency situation other than an accident, requiring the attendance of emergency services. <em>Any incident NOT involving aircraft will be prefixed GROUND INCIDENT.</em></td>
</tr>
<tr>
<td>Local Standby</td>
<td>1. When it is known that an aircraft has, or is suspected to have, developed some defect but the trouble would not normally involve any serious difficulty in effecting a safe landing.</td>
</tr>
<tr>
<td>Airport Stop Message</td>
<td>A stop message indicating that no more assistance is required. The personnel and appliances already in attendance are sufficient. These messages are sent back</td>
</tr>
</tbody>
</table>
in respect of all incidents and are sent when it is certain that no further assistance is needed. It does not indicate that the incident or accident has been completely dealt with, or that full fire cover is available.

| **Airport Green** | This message indicates to all concerned that the accident/incident is completely finished, but fire cover may still not be available. |
| **Weather Standby** | When weather conditions are such as to render a landing difficult or difficult to observe. (Strong Crosswinds or Snow/Ice etc.) |
| **Hijack or Act of Aggression** | Hijacks or Acts of Aggression have predetermined confidential procedures agreed between ATC and the Emergency Services |

**11. British Airways’ Emergency Procedures Information Centre (EPIC)**

EPIC acts as a central airline information coordinating point. It collates information from airline services worldwide, including details of all passengers, crew and baggage. Most airlines operating through Jersey subscribe to EPIC, which is situated at Heathrow.

EPIC acts as information centre following an incident and handles a large number of telephone calls that might otherwise be directed to the CasB. EPIC documentation is identical to the National Casualty Bureau paperwork to ease enquiries.
Appendix D – Coastal Incidents

1. **Introduction**
   Jersey Coastguard, under the Minister of Economic Development, are the statutory authority for Jersey Territorial Waters and are responsible for, *inter alia*, facilitating navigational safety through the regulation of maritime operations and the provision of navigation information and advice.

2. **MANCHEPLAN**
   The MANCHEPLAN agreement between UK (including the Channel Islands) and France lays out working guidelines during a major incident which impinges on both countries. It gives details of links, communications and operational procedures.

3. **Main functions of the emergency services and other agencies are detailed below.**

4. **Jersey Coastguard**
   Jersey Coastguard will be responsible for the response, initiation and coordination of maritime Search and Rescue (SAR) in Jersey territorial waters, providing:
   - Suitable vessels, equipment, manpower and facilities to assist in SAR operations
   - The link centre to the other Channel Island’s SAR services, UK’s DfT, MCA, H.M. Coastguard and to French CROSSs, Préfecture Maritime and SAR organisation
   - Communication to vessels at sea essential for their continued safety and safe navigation
   - The call-out and coordination service for CIAS and SAR helicopters when required by the Police, Fire or Ambulance Services for SAR or MedEvac operations
   - The link to the Jersey Air Traffic Control Centre (ATC) at Jersey Airport regarding their assistance with SAR Operations

5. Throughout the initial phase of an incident, Jersey Coastguard will make Tactical decisions in relation to SAR. This may include, with other agencies, establishing which Casualty Landing Points (CLP) are most appropriate and for communicating CLP locations to other agencies.

6. **Royal National Lifeboat Institution (RNLI)**
   The RNLI is a voluntary organisation for the purpose of saving lives and promoting safety at sea. This it does by providing and maintaining a fleet of
Inshore and All Weather Lifeboats located at strategic points as determined by the Institution’s Committee of Management.

The RNLI reserves the right to direct its own assets, but coordinated by the appropriate MRCC. A Lifeboat Operations Manager (LOM) assisted by Deputy Launching Authorities (DLA) and boat’s officers manages each station.

Volunteer crews are on twenty four hour call for the St Helier All Weather Lifeboat (ALB) and Inshore Lifeboat (ILB), and at St Catherine’s Inshore Lifeboat.

The RNLI also operates the seasonal Beach Lifeguard Service for the Minister of Economic Development Department. The service normally operates from the last weekend of May to the first weekend of October on the main island beaches, from 10am to 6pm.

7. **Channel Islands Air Search**
The Channel Islands Air Search aircraft is based at Guernsey Airport and its volunteer crew provide a 24-hour response. MRCC Jersey coordinates call out operations in the Jersey SAR Area.

8. **States of Jersey Fire and Rescue Service**
The States of Jersey Fire and Rescue Service have 2 rapid response inflatable Inshore Rescue boats. They can respond to any suitable launching point by Land Rover and trailer. During an SAR incident they are coordinated by MRCC Jersey. The shore team can assist onshore coordination and provide information to the MRCC.

9. **Fire and Rescue Marine Response Team (MRT)**
The States of Jersey Fire and Rescue Service maintains a MRT capability in response to incidents at sea for which fire fighting, chemical hazards and/or rescue teams are required. The response is funded by the States of Jersey and consists of a team of firefighters who have been specially trained and equipped to respond to maritime emergencies at sea in Channel Island waters.

10. MRT consists of 18 fire fighters who are trained in ship to ship transfer and airborne response (helicopter), sea survival training and marine firefighting. They will be mobilised following a request from Jersey Coastguard who will make arrangements for sea-borne or airborne transport.

11. **Jersey Harbours**
Jersey Harbours’ vessels operate within Jersey and Channel Islands waters and, except for June, July and August, have a 24 hour capability to support Jersey Coastguard with towage, salvage, pollution response and hydrographical resources.

12. **Harbour Master**
The Harbour Master, acting in his own right and under the Minister for Economic Development, has extensive statutory powers to regulate maritime
traffic in an emergency situation and will be responsible for the coordination of SAR and non-SAR incidents within territorial waters.

13. **Environment Department Fisheries Protection Vessels**
Fisheries Protection has several vessels (Fisheries vessel, Small Orkney and RIB) available for deployment by the Environment department to support Jersey Coastguard.

14. **Assistance of other vessels**
There is a statutory duty on the master of a vessel to go to the assistance of other vessels or person in distress. Jersey Coastguard coordinate this assistance.

15. **Beach Lifeguards**
The Beach Lifeguard Service is run for EDD by the Royal National Lifeboat Institution (RNLI) Lifeguards. During their summer working hours they can be called upon to assist Jersey Coastguard and the Ambulance Service at incidents within their capabilities and equipment.

16. **Jersey Search & Rescue**
Jersey Search & Rescue (JSAR) are a team of volunteers trained and accredited by the Association of Lowland Search & Rescue (ALSAR) to undertake physical search (on land, coast and inland waterways) using proven rapid search techniques. The team is on 24 hours call out and is co-ordinated by the States of Jersey Police. All the volunteers are fully self-sufficient in terms of communications, equipment and welfare.

17. **Maritime Cordons and Exclusion Zones**
Jersey Coastguard will implement exclusion zones and maintain safety of navigation around incidents. Landside cordons will be implemented by the police and should reflect tidal conditions. They will be under the control of the respective land-based sector Bronze.

18. **Rendezvous Points (RVP)**
Police will designate RVPs in relation to incidents around the coast once the locations of casualty landing points have been established.

19. **Casualty Landing Points**
Access to all parts of the Jersey Coastline is limited particularly at low tide. CLPs have been identified by Jersey Coastguard and copied to the emergency services. They have been selected so that any casualty, no matter how serious his/her injury, can be landed at any state of the tide.

20. When a SAR incident is reported Jersey Coastguard will identify the location and designate suitable CLPs, consulting if necessary with the other emergency services. Land-based police resources must protect the CLPs.
21. An ambulance officer will attend a CLP in order to keep ambulance control up-to-date with the number and condition of casualties.

22. ‘On-scene’ Co-ordinator
One vessel, as well as assisting with the incident, would normally undertake the function of ‘on-scene coordinator’, reporting to Jersey Coastguard for SAR coordination. Each vessel will maintain contact on the dedicated Marine SAR channel and with its own service control.

23. Scene Access Control
Jersey Coastguard will log vessels deployed within the exclusion zone.

24. Communications
Jersey Coastguard and Search and Rescue Vessels (SRUs) units on the scene of an incident will communicate on marine band VHF radios. The co-location of a Coastguard vehicle and Police vehicle on scene will facilitate the sharing of information. However, in general, communications from maritime SAR units will be disseminated via the MCRA to the appropriate civil emergency service control room, and onto their own service units. The reverse route must be used for communications from units on scene to maritime SAR units.

Declared SRUs are fitted with the UK SAR Ch00. Channel use will be coordinated by the MRCC. The TETRA system can be used by some vessels.
Appendix E – Flooding Incidents

1. Introduction
The effects of climate change mean that flooding is likely to become an increasingly common event which could affect both urban and rural parts of Jersey. Flooding may be localised but occur simultaneously across the Island, amounting to a series of major incidents which may be short term or protracted.

2. The Transport and Technical Services Department is responsible for the sea flood prevention measures. Ordinary watercourses are the responsibility of various bodies such as Parishes and other landowners.

3. Types of flooding
There are four types of flooding, the responses to which are similar:
- Fluvial
- Tidal
- Flash floods
- Burst water mains

4. Flood Warnings
The Environment Department (Meteorological Department) is responsible for the issue of flood warnings. These warnings are categorised as follows:

<table>
<thead>
<tr>
<th>Colour</th>
<th>Preparation level</th>
<th>Likely Actions Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yellow</td>
<td>Be Aware</td>
<td>No action likely beyond normal precautions</td>
</tr>
</tbody>
</table>
| Orange | Be prepared       | Normal defences should be in place  
|         |                   | Be ready if the warning had to be upgraded to red |
| Red    | Take Action       | Plan contingency for defence  
|         |                   | For further details and severity of the warnings consult Jersey Met |

5. Warnings are sent by email to the emergency services, States departments and other professional partners. The definitions and actions required upon receipt of such warnings are to be found in the Severe Weather Plan and the strategy document. Warnings are also sent by various means to people in the likely affected area.
6. The Met Office issues warnings of severe weather which give warning of the possibility of flooding from other sources.

7. **Roles and Responsibilities**
The following are in addition to the roles and responsibilities previously mentioned in this manual.

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

9. **Fire and Rescue Service**
The Fire & Rescue Service will undertake flood and swift water rescues. Their equipment includes dry suits, buoyancy aids, special floating ropes, wading poles, inflatable rafts and inflatable rescue boats. They can also give assistance with pumping operations, depending on the situation prevailing at the time, priority being given to calls where flooding involves a risk to life, of fire or explosion and to calls from medical establishments, residential homes for the elderly, public utilities and food storage depots. To assist other relevant agencies, particularly States departments, to minimise the effects of major flooding on the community.

10. **Ambulance**
The Ambulance Service may become involved in the evacuation of vulnerable persons and supporting the local authority. It should be noted that the Ambulance Service does not possess any waterborne response capability.

11. **States departments**
States departments may provide other general advice and information to the public on flood prevention measures and environmental health issues. Parishes 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.

12. **Planning and Response issues**
In responding to the flooding incidents, the following should be considered:
- risk assessment
- danger from flowing water (speed, force, currents, undertow) and submerged hazards
- equipment and training in its use (e.g. access to boats for suitably trained personnel
- footwear, buoyancy aids, safety lines, flood-plain maps, local knowledge of flood effects
- traffic diversion plans
- sandbagging
- vulnerable persons e.g. children, disabled
- vulnerable premises e.g. occupied basements/car parks
- contaminated water (hazard to rescue services as well as the public)
- supplies of drinking water
- guidance and health advice leaflets, newsletter, helpline, etc
- early appointment of a flood recovery group
- rest centres, establishment and transport
Appendix F – Military Assistance

1. Military Aid to the Civil Authorities (MACA) is available to support the States of Jersey if there is an urgent need for help to deal with an emergency arising from a natural disaster or a major incident.

2. Military assistance is provided on an availability basis and the Ministry of Defence (MOD) cannot make a commitment that guarantees assistance to meet specific emergencies. It is therefore essential that the emergency services do not base plans and organise exercises on the assumption of military assistance.

3. All requests for military assistance must be made on the authority of the Gold Commander of a standing Multi-Agency Strategic Coordination Group or the Chief Minister’s Department through the MOD Joint Regional Liaison Officer (JRLO) for the South West, who is based at HQ 43 (Wessex) Brigade in Tidworth, Wiltshire.

4. Some niche capabilities, such as Search and Rescue and bomb disposal, already have Ministerial authority to deploy and their tasking and capabilities are well understood by the emergency services as detailed under existing protocols.

5. Policy
   Military Aid to the Civil Authorities (MACA) within the UK is sub divided into three categories:
   1. Military Aid to other Government Departments (MAGD). e.g. Fire Strike 2002/3, Foot and Mouth Disease 2001
   2. Military Aid to the Civil Power (MACP). e.g. deployment of troops to Heathrow Airport 2002
   3. Military Aid to the Civil Community (MACC) e.g. Gloucester Flooding 2001

6. Authority to Deploy
   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. The authority of the Defence Minister will be necessary before assets can be deployed.

7. General Capabilities
   Manpower for unarmed general duties might be made for the crisis and consequence management phases of a major ‘immediate impact’ emergency. 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 States of Jersey Police in controlling access and crowd management, but short of involvement in the 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
• Cordons - provision of manpower for cordons. A police presence would be expected perhaps on a ratio of 1:5 soldiers
• Access control - assisting police control at RV/access points and providing 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 - to provide assistance with site search and safety checks, provision of flood or water defences and the use of boats, 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 feeding points and water points at the site and assist with the supply of food to areas of the incident
• Rest centres - assist local authorities in managing premises designated for temporary accommodation for refugees

8. 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’ Bronze Commander. A Liaison Officer will also deploy as the military point of contact at Gold, Silver and Bronze.

9. 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 SCG or Chief Minister’s Department seek support.

10. Costs
Defence funds are granted for defence purposes. Where work is undertaken 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, not funded within the MOD and is conducted on a repayment basis. There are three charging levels:

‘No cost’ – Costs would be waived where life is at risk or in other exceptional circumstances. The decision would normally be taken centrally. In a major ‘immediate impact’ situation a ‘no-cost’ basis is likely until the recovery phase when the military will seek to withdraw or costs may at least start being assessed.

‘No loss 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 such as fire service strike and foot and mouth disease.

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

11. **Jersey Field Squadron (JFS)**

Where there is an imminent threat to human life, JFS is authorised to deploy under MACC Cat A arrangements without direction from the chain of command in the UK. JFS is not held at readiness to respond to a civil emergency; ordinarily a request must be made to the MOD before they can render assistance. The JFS is a reserve force whose members are employed in civilian jobs, many of them within public sector organisations. In an emergency situation many JFS members will be required to respond in their civilian capacity and will not be available as soldiers.

12. “**Operations in the UK: The Defence Contribution to Resilience – 2nd edition** [2007]” is a document detailing provision of military aid to the civil authorities, the legal and constitutional basis for such assistance, the procedures whereby it is provided, and some examples of assistance that has been provided in the past.
Appendix G – Specimen Common Recognised Information Picture (CRIP)

Strategic Co-ordination Centre
Multi Agency Situation Report Template

Sitrep Number:

Date:  
Time:

States Department:

Parish/Department/Organisation:

Lead Officer/Official:

This Situation Report will provide key information and data on the present situation that has been validated by the relevant parish, Department or Organisation. The information will be circulated to other organisations and agencies in the form of a **Common Recognised Information Picture** (CRIP) as necessary.

Contents
1. Key Issues for States Department / Parish / Organisation
2. Key Issues for the Common Recognised Information Picture (CRIP)
3. Current Situation
4. Resources and Readiness
5. Next Steps / Forward Look
6. Political / Policy
7. Media / Communications
8. Resources and staffing issues
9. Other information not covered elsewhere
10. Information Requirements / Requested Clarification
11. Background / Overview
12. Next Sitrep
13. Contacts

1. Key Issues for States Department / Parish / Organisation:

2. Key Issues for Common Recognised Information Picture (CRIP):

3. Current Situation:

4. Resources and Readiness:

5. Next Steps / Forward Look:
6. Political / Policy:

7. Media and Communications: – Media Coverage & Tone / Current Themes / Top Lines / Public Messages / Public Advice / Ministerial / Good News / Forward Look

8. Resources and Staffing Issues:

9. Other Information not covered Elsewhere

10. Information Requirements / Requested Clarification:
    - IR-01: Priority:
    - IR-02: Routine:

11. Background / Overview:

12. Next Sitrep:

13. Contacts:
Chief Ministers Department – Emergency Coordination Centre
Telephone:
Fax:
Email:

Strategic Co-Ordination Group
Telephone:
Fax:
Email:

Strategic Co-Ordination Centre
Telephone:
Fax:
Email:

Tactical Co-Ordination Group
Telephone:
Fax:
Email:

Other Key Contacts:
(a)..............................
Telephone:
Fax:
Email:
Appendix H – Glossary

ACP  Access Control Point, controlled point through which essential non-emergency service personnel may gain access through the outer cordon

AIC  Ambulance Incident Commander, Officer of the Ambulance Service with overall responsibility for the work of that service at the scene of an emergency

ALP  Ambulance Loading Point, area in close proximity to the Casualty Clearing Station, where ambulances can manoeuvre and load patients

ASO  Ambulance Silver Officer

Assistance Centre  Any facility (whether physical or virtual) set up during response to and recovery from an emergency to provide a range of assistance to different categories of people affected by the emergency

Body Collection Point  A point close to the scene where the dead can be kept temporarily until transfer to the mortuary; ideally the premises should be secure, dry, and cool and have ample drainage

Bronze  The tier of command and control within a single agency (below Gold level and Silver level) at which the management of ‘hands-on’ work is undertaken at the incident site(s) or associated areas

Casualty  A person directly involved in or affected by the incident (injured, uninjured, deceased or evacuee)

Casualty Bureau (CasB)  Initial point of contact and information, maintained by the police, for all data relating to casualties. Also known as the Police Casualty Bureau

Casualty Clearing Station  An area set up at a major incident by the Ambulance Service in liaison with the Medical Incident Officer to assess, treat and triage sort casualties and direct their evacuation (see Triage)

Casualty Clearing Officer  Ambulance officer who, in liaison with the medical Incident commander, ensures an efficient patient throughput at the casualty Clearing Station
<table>
<thead>
<tr>
<th><strong>Casualty Clearing Station</strong></th>
<th><strong>CasCS</strong>, Facility set up at the scene of an emergency by the Ambulance Service in liaison with the Medical Incident Commander to assess, triage and treat casualties and direct their evacuation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CBRN</strong></td>
<td>A term used to describe chemical, biological, radiological, nuclear materials. CBRN is often used associated with terrorism</td>
</tr>
<tr>
<td><strong>CBRNE</strong></td>
<td>A term used to describe chemical, biological, radiological, nuclear and explosive materials. CBRNE terrorism is the actual or threatened dispersal of CBRN material (either on their own or in combination with each other or with explosives), with deliberate criminal, malicious or murderous intent</td>
</tr>
<tr>
<td><strong>Chief Medical Officer</strong></td>
<td><strong>CMO</strong>, the principal medical advisor who additionally acts as the professional head of all medical staff</td>
</tr>
<tr>
<td><strong>CCA 04</strong></td>
<td><strong>Civil Contingencies Act (2004) CCA</strong> or CCA Regime when in reference to the CCA and Contingency Planning Regulations (2005) Act of 2004 which established a single framework for <strong>Civil Protection</strong> in the United Kingdom. Part 1 of the Act establishes a clear set of roles and responsibilities for <strong>Local Responders</strong>; Part 2 of the Act establishes <strong>emergency</strong> powers</td>
</tr>
<tr>
<td><strong>Controlled Area</strong></td>
<td>The area contained by the outer cordon that may be divided into geographical sectors</td>
</tr>
<tr>
<td><strong>Community Resilience</strong></td>
<td>Harnessing, by communities and individuals, of local resources and expertise to help themselves in an emergency, in a way that complements the response of the emergency services</td>
</tr>
<tr>
<td><strong>Consequence Management</strong></td>
<td>Measures taken to protect public health and safety, restore essential services, and provide emergency relief to governments, businesses, and individuals affected by the impacts of an emergency</td>
</tr>
<tr>
<td><strong>Cordon</strong></td>
<td>Naturally delineated or improvised perimeter indicating an area of restricted access</td>
</tr>
</tbody>
</table>
**Coroner**

See Viscount’s Department. ‘The Coroner is the judicial officer whose function is to determine who died, when and how’

**CRIP**

Common Recognised Information Picture, a single, authoritative strategic overview of an emergency. Developed according to a standard template, the CRIP is typically collated and maintained by the Central Situation Cell and circulated where relevant to responders.

**CIST**

Critical Incident Support Team are trained volunteers, mainly from Health and Social Services and local Support Agencies who can provide immediate psychosocial care to the survivors, victims and responders involved in major incidents.

**DVI**

Disaster Victim Identification, the process of gathering evidence relating to bodies or body parts and the cause of death resulting from an emergency or disaster, in order to enable the Identification Commission to identify the deceased.

**Dynamic Risk Assessment**

Continuing assessment of risk in a rapidly changing environment.

**Emergency Centre**

Chief Minister’s Department Emergency Centre for managing the States response to an incident or emergency.

**Emergency Media Centre**

EMC Premises designated for use by the media in the event of an emergency.

**EMT**

Emergency Medical Technician, a qualified ambulance person who has obtained the Institute of (EMT) Health Care Development Certificate in Ambulance Aid Training.

**EPIC**

British Airways’ Emergency Procedures Information Centre.

**Evacuation**

Removal, from a place of actual or potential danger to a place of relative safety, of people and (where appropriate) other living creatures.

**Evacuation Assembly Point**

EvAP, building or area on the periphery of an area affected by an emergency, to which evacuees are
directed to await transfer to a survivor reception centre or rest centre

**Evacuation Shelter**  
EvS Building in an area out of danger providing basic accommodation for up to 48 hours after an emergency

**Evacuee**  
Person removed from a place of actual or potential danger to a place of relative safety

**FFRC**  
*Family and Friends Reception Centre*, assistance centre established by the police to cater for the family and friends of people affected by an emergency

**FLC**  
*Family Liaison Coordinator*, Police officer responsible for directing and supporting the Family Liaison Officers and acting as a liaison point for other agencies that may be able to assist with the family needs

**FLO**  
*Family Liaison Officer*, Police officer designated to facilitate an investigation into people believed to be missing and to assist identification by collecting ante mortem data

**Forward briefing Point**  
Site with good views over the area affected by an incident, at which media briefings are conducted

**Forward Command Post**  
FCP Any service's command and control facility nearest the scene of the incident, responsible for immediate direction, deployment and security. This might be either an Operational / Bronze or Tactical / Silver facility depending on the circumstances of the incident

**MRT**  
Fire Fighting Marine Response

**Forward Control Point**  
FCP See *Forward Command Post*

**FFRC**  
*Friends and Relatives Reception Centre*, assistance centre established at an airport for the family and friends of people who may have been involved in an aircraft incident

**Gold**  
The strategic level of command and control (above Silver and Bronze level) at which policy, strategy and the overall response framework are established and managed for individual responder agencies
Note: the Strategic Coordinating Group, the multi-agency strategic coordinating body, may colloquially be referred to as Gold group, but not simply as Gold

**GLO**

**Government Liaison Officer**, the lead member of the United Kingdom Government Liaison Team; in a non-terrorist emergency, an official from the Government Office; in a terrorist emergency a Home Office official

**GLT**

**Government Liaison Team**, United Kingdom Central government, multidisciplinary team, led by the Government Liaison Officer, dispatched to the site of an emergency to facilitate communication and cooperation between the government and local responders

**HAZMAT**

Abbreviation for hazardous materials although it is commonly used in relation to procedures, equipment and incidents involving hazardous materials

**HAT**

**Health Advisory Team**, the HAT is a strategic group chaired by the Health and Social Services Department composed of representatives from a range of organisations and specialities who are able to give coordinated authoritative advice on the health aspects of an incident to the Police Incident Commander, Health and Social Services and other agencies

**HAC**

**Humanitarian Assistance Centre**, a sophisticated facility where bereaved families, survivors and anyone else directly affected by an incident can receive information and appropriate support from all the relevant agencies, without the need for immediate referral elsewhere

**Identification Commission**

Body responsible for supervising and directing the identification process, and to determine the identity of the deceased to the satisfaction of the Coroner

**Incident Commander**

The nominated emergency services officer with overall responsibility for tactics and resource management at the tactical level

Note: this is usually specific to each service. At multi-agency incidents, there may be an incident commander for each service, and to avoid confusion it would be
beneficial if the commanders referred to themselves as the silver commander for their service

<table>
<thead>
<tr>
<th>Term</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incident Command Post (ICP)</td>
<td>ICP, the point from which the Silver (tactical) commander of an emergency service can control that service’s response to an incident.</td>
</tr>
<tr>
<td>Inner Cordon</td>
<td>Cordon established to secure the immediate scene and provide a measure of protection for personnel working within the area.</td>
</tr>
<tr>
<td>JESIP</td>
<td>Joint Emergency Services Interoperability Programme, a UK initiative to improve and better coordinate joint working, interoperability and information management between the Emergency Services.</td>
</tr>
<tr>
<td>JRLO</td>
<td>Joint Regional Liaison Officer, Officer of the Ministry of Defence (MOD) providing liaison between local or regional civil Emergency Control Centres and the MOD’s United Kingdom Command structure.</td>
</tr>
<tr>
<td>LGD</td>
<td>Lead Government Department, Department of the States of Jersey designated as responsible for overall management of the response to an emergency or recovery from a disaster.</td>
</tr>
<tr>
<td>MACA</td>
<td>Military Aid to the Civil Authorities, any category of assistance provided by the Ministry of Defence to the civil authorities.</td>
</tr>
</tbody>
</table>
| MACC           | Military Aid to the Civil Community, assistance provided by Ministry of Defence personnel under 3 categories:  
|               | · In an emergency  
|               | · For projects and events  
|               | · In social services (by volunteers) |
| MACP           | Military Aid to the Civil Power, Military assistance in the maintenance of law and order, in situations beyond the capacity of the civil power, normally involving specialist capabilities or equipment, including counter-
terrorism and non counter terrorism explosive ordinance disposal

**MAGD**

**Military Aid to Government Departments**, assistance provided by Ministry of Defence for the maintenance of essential supplies in a national emergency

**Marshalling Area**

Area to which resources and personnel from all services can be directed to stand by

**Marshalling Officer**

Service representative at marshalling area

**MCA**

United Kingdom Maritime and Coastguard Agency

**Media (briefing) Centre**

Central location for media enquiries, staffed by spokespersons from the major responders, providing communication links and briefing facilities

**Media Liaison Officer**

**MLO**, representative who has responsibility for liaising with the media on behalf of his/her organisation

**Media Liaison Point**

**MLP**, area adjacent to the **scene**, staffed by **Media Liaison Officers**, for the reception and accreditation of media personnel and for briefing on reporting, filming and photographing

**Mortuary**

Building or area in which the bodies of deceased persons are held for identification and post mortem examination and which may provide capability for holding bodies prior to release

**MOD**

**Ministry of Defence**

**Emergency Mortuary**

**EMort**, temporary structure or converted existing structure designated for use for the time being as a **mortuary**.

**NEMA**

**National Emergency Mortuary Arrangements**, private sector capability (under contract to the Home Office) that can be deployed to establish an emergency mortuary with the capacity to deal with large numbers of fatalities

**MRCC**

**Maritime Rescue Co-ordination Centre**, Jersey Coastguard centre overseeing and coordinating the search and rescue operations
Outer Cordon  
**Cordon** 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.

Paramedic  
A qualified state registered Health and Social Services ambulance person who has obtained the Institute of Health Care Development Certificate in Extended Ambulance Aid Training. They may also be permitted to administer specified drugs.

Press Liaison Officer  
Representatives of each organisation responsible for the initial release of information from the scene of the incident reflecting coordinating group policy.

Press Liaison Point  
**PLP**, premises at or adjacent to the scene designated for exclusive use by accredited media representatives and through which official press releases will be issued.

RAYNET  
**Radio Amateurs’ Emergency Network**, nationwide voluntary group which can provide radio communications during an **emergency**.

RCG  
**Recovery Coordination Group**

Rendezvous Point  
**RVP**, a point to which all resources arriving at the outer cordon are directed for logging, briefing, equipment issue and deployment.

Rendezvous Point Officer  
Police officer responsible for supervision of the RVP.

Rescue Zone  
The area within the inner cordon.

Rest Centre  
Premises designated for the temporary accommodation of evacuees.

RNLI  
**Royal National Lifeboat Institution**

Scientific Advisor  
The Fire Brigade’s qualified scientific and technical advisor at incidents involving hazardous and/or radioactive substances.

Sector Commander  
An emergency services officer commanding a sector or operational area who is tasked with the responsibility for tactical and safety management of a clearly identified part of an incident.
SIO  Senior Investigating Officer: the senior police detective officer appointed by Gold to assume responsibility for all aspects of the police investigation.

SIM  Senior Identification Manager: this officer will have overall responsibility for the identification process (SIM) and sit on the identification commission. Their responsibility would include body recovery, casualty bureau, family liaison and the post/ante-mortem teams.

Silver  The tactical tier of Command and Control within a single agency (below Gold level and above Bronze level) at which the response to an emergency is managed.

Note: multi-agency coordination at the tactical level is undertaken by the Tactical Co-ordination Group.

SRC  Survivor Reception Centre: a secure area to which uninjured survivors can be taken for shelter, first aid, interview and documentation.

STAC  Science and Technical Advice Cell: a group of technical experts from those agencies involved in an emergency response that may provide scientific and technical advice to the strategic coordinating group chair or single service gold commander.

SCC  Strategic Coordination Centre: the location at which the Strategic Coordinating Group meets.

SCG  Strategic Coordinating Group: multi-agency body responsible for coordinating the joint response to an emergency at the local strategic level.

SuRC  Survivor Reception Centre: assistance centre in which survivors not requiring acute hospital treatment can be taken for short term shelter and first aid.

TCG  Tactical Coordinating Group: a multi-agency group of tactical commanders that meets to determine, coordinate and deliver the tactical response to an emergency.

TETRA  Terrestrial Trunked Radio Access.
<table>
<thead>
<tr>
<th><strong>Traffic Cordon</strong></th>
<th>Supplementary cordon around the outer cordon to control internal traffic access for emergency and other vehicles</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Triage Sieve</strong></td>
<td>The primary triage system that quickly sorts out casualties into priority groups</td>
</tr>
<tr>
<td><strong>Triage Sort</strong></td>
<td>The secondary triage system that is carried out on the arrival of further resources usually taking place in the casualty clearing station</td>
</tr>
<tr>
<td><strong>Viscount’s Department</strong></td>
<td>The Viscount of the Royal Court has the duty to provide the functions of Coroner. In practice, these functions are carried out by the Deputy Viscount, assisted by a Relief Coroner</td>
</tr>
<tr>
<td><strong>VAS</strong></td>
<td>Voluntary Aid Societies</td>
</tr>
</tbody>
</table>