

NHS BORDERS MAJOR EMERGENCY PROCEDURES MANUAL

NHS BORDERS DIRECTORS RESPONSIBILITIES IN THE EVENT OF A MAJOR INCIDENT OR SERIOUS EMERGENCY

A **Strategic Co-ordinating Group** (SCG) will be established for Lothian and Borders to ensure effective strategic co-ordination between all Category 1 and 2 responders (NHS Borders is a Category 1 Responder) to respond to a protracted major incident or serious emergency. **(PLEASE SEE EMERGENCY PLANNING STRUCTURE IN LOTHIAN & BORDERS AREA – APPENDIX 1)**

Chair: Normally this is the Chief Constable or his representative who will adopt the title Gold (Strategic) Commander.

Location: Lothian & Borders Police Force Headquarters, Fettes Avenue, Edinburgh, EH4 1RB – Tel: 0131-311-3131 Email: enquiries@lbp.pnn.police.uk If this location is not available the Exec on Call will be notified of alternative venue. There will be the opportunity to teleconference and the dial-in details will be given when the meeting is called.

Overall Objective of SCG: To secure the safe resolution of an incident where possible without the loss of life and return to normal services as soon as possible.

Purpose:

- Assess development of the incident.
- Give strategic guidance and set policies to advise tactical, operational and other responders.
- Give and receive reports to/from Scottish Government via the Scottish Government Resilience Room (SGoRR).

NHS Borders Representative: Chief Executive and/or Director of Public Health. However if neither are available the Executive Director On Call would be expected to attend. **(PLEASE SEE GUIDANCE FOR MEMBERS ATTENDING SCG MEETINGS DURING AN EMERGENCY – APPENDIX 2)**

Role of NHS Borders: In emergency situations NHS Borders is required to:-

- Deal with new patients whose number/condition or location precludes their treatment under routine conditions or arrangements.
- Continue to provide necessary treatment and care for existing patients.
- Take steps to safeguard the health of population at large from any possible adverse effects of the emergency.
- Continue to provide as near a normal service as possible despite any disruption, by ensuring that adequate business/service continuity arrangements are in place.

NHS Borders Plans:

1. Major Emergency Procedures (Black folder with red front)
2. Business/Service Continuity Manual (White Folder with multi-coloured front)

The MEP copies are sited in the BET Emergency Cabinet in the Newstead Board (Control) room; BET on call resource on intranet and BET area of NHS Borders website; a switchboard at BGH (2 copies of MEP); copies with each Clinical Board on call manager; Public Health Consultant on call bag and internet resource; Resilience Manager; Public Involvement & Communications. The intranet, internet resources, switchboard and the Clinical Board on call resources contain Business Continuity plans.

Duties of Chief Executive/Executive Director On Call:

NHS BORDERS MAJOR EMERGENCY PROCEDURES MANUAL

- Strategic leadership and co-ordination of response with other agencies.
- Ensuring initiation and implementation of local plans.
- Ensuring effective internal and external communication.

(PLEASE SEE SECTION 2/2 OF NHS BORDERS MAJOR EMERGENCY PROCEDURES MANUAL – APPENDIX 3)

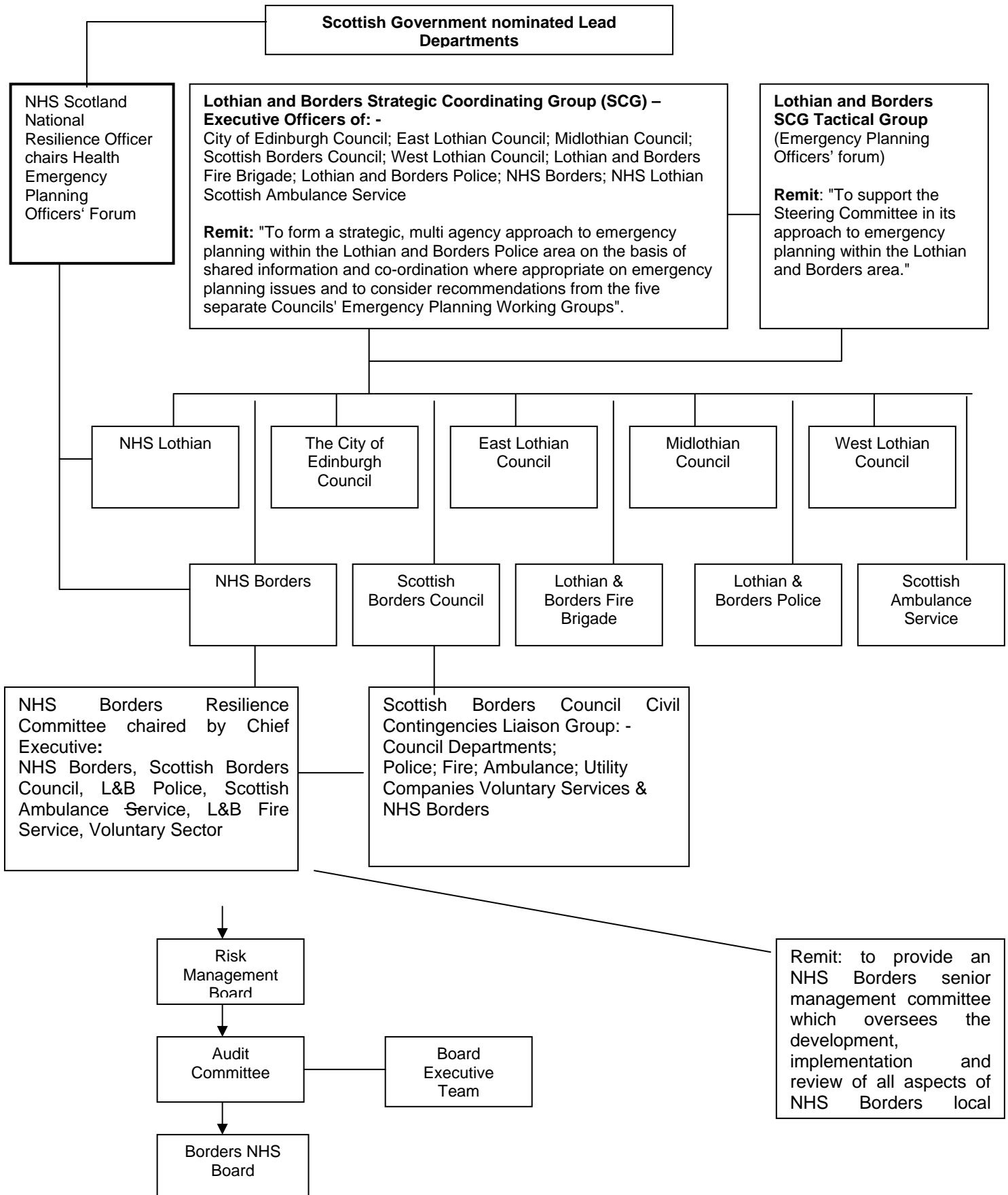
NB* NHS Borders Control Centre (Strategic) when an Incident Management Support Team is established, is based In Board Room: Newstead

NHS Borders Hospital Control Team (Tactical) is based in Rehabilitation Dept: BGH

NHS BORDERS MAJOR EMERGENCY PROCEDURES MANUAL

RESILIENCE PLANNING STRUCTURE IN LOTHIAN AND BORDERS AREA

Section 1
Appendix 1



**NHS BORDERS
MAJOR EMERGENCY PROCEDURES MANUAL**

**Lothian and Borders Emergency Planning
Strategic Co-ordinating Group**

GENERIC RESPONSE PLAN

4.2 Activation of the SCG

The Police will normally be responsible for establishing and chairing the SCG with the Group meeting at Police Headquarters.

In some situations however the SCG may be established at the request of another Category 1 Responder. In a serious pollution incident, for example, the SCG may be established at the request of and chaired by the Local Authority.

Administrative Support for the SCG should be provided by the host organisation.

Call out of members of the SCG will be carried out via each organisation's call out procedures.

4.3 Strategic Co-ordinating Group Meetings

The Strategic Co-ordinating Group should hold meetings as frequently as necessary to discuss the overall management and progress of the incident. They should aim to achieve the following:

- establish a policy framework for the overall co-ordination of management of the response;
- determine strategic aim, objectives and policies and review them regularly;
- ensure that those aims, objectives and policies are integrated with those of their respective organisations;
- ensure there are clear lines of communication with tactical managers;
- ensure co-operation, mutual assistance and support for local responders;
- ensure there is long-term resourcing and access to expertise for management at all levels;
- prioritise the demands of tactical managers;
- allocate resources and expertise to meet tactical requirements;
- liaise with strategic managers in other agencies;
- plan and co-ordinate recovery from the emergency and facilitate a return to a state of normality;
- ensure effective communication with the public;
- ensure effective communication with local and national elected representatives and Boards.
- provide a focus for communication with Scottish or UK Government Departments and Agencies.
- ensure effective media liaison

As the incident develops, there should be regular evaluation of the need and purpose of the Group. As circumstances change, it may be possible for some agencies to 'wind down' their operation and not attend future meetings. When an incident moves from the 'emergency phase' to the 'recovery phase', the Chair of the Group will move from the Chief Constable to the Chief Executive of the relevant local authority.

NHS BORDERS MAJOR EMERGENCY PROCEDURES MANUAL

In most major incidents, support for members of the Strategic Co-ordinating Group will be limited to their own staff officers or emergency planning officers. However in certain special circumstances, such as nuclear or terrorist incidents, the support for the members of the

Strategic Co-ordinating Group will be substantial. In these examples the Strategic Co-ordinating Group will operate from a Strategic Co-ordination Centre (SCC).

4.4 Strategic Co-ordinating Centre (SCC)

In the majority of cases the Strategic Co-ordination Centre will be at Police HQ, the most notable exception to this being in the event of an incident at Torness Power Station when the SCC will normally be located at the Torness Strategic Co-ordinating Centre (TSCC).

Attendance at the SCC depends on the nature of the incident but will include a Multi Agency Control Room (Joint Agency Control Centre- JACC), Scientific and Technical Advice Cell (STAC) and SCG meeting room.

One of the key components of this structure is the Multi-Agency Co-ordination Unit.

4.5 Multi-Agency Co-ordination Unit

The purpose of this is to collate and disseminate information to ensure that all agencies have a common situational assessment.

This role will initially be undertaken by the Lothian and Borders Police Force Co-ordination Unit (FCU). As the incident develops however it will be necessary to staff this unit with representatives from other Category 1 responders in accordance with the arrangements for the Joint Agency Control Centre (JACC).

Each agency involved, in the ongoing incident, should ensure that they have a solid management of information procedure set up at an early stage. They should identify a single point of contact (SPOC) to liaise with the Co-ordination Unit.

SECTION 5 THE MULTI-AGENCY TACTICAL GROUP

5.1 General

A *tactical level* of management is introduced to ensure that the actions taken at the operational level are supported and co-ordinated to achieve maximum effectiveness and efficiency. Tactical managers should:

- determine priorities for allocating resources;
- obtain further resources if required;
- plan and co-ordinate tasks to be undertaken;
- assess prevailing risks;
- reduce risks;
- strike a balance between tasks and risks;
- consider the welfare, health and safety of personnel and the public;
- consider the information needs of personnel and the public
- consider the future needs of the operational response;
- inform and advise Strategic Managers, if and when this level is activated; and
- implement decisions taken by Strategic Managers.

NHS BORDERS

MAJOR EMERGENCY PROCEDURES MANUAL

Although the tactical managers will have specific service or agency responsibility, together they must manage the overall multi-agency response and ensure that operational managers have the means, direction and co-ordination required in their work

In a rapid onset emergency when there is an identifiable scene and the emergency services are in the lead, tactical managers will usually work from an Incident Control Post (ICP) at a place near to the site of an emergency. An alternative location should always be identified as a back up. Planning must be flexible and take into account that there may be a number of individual scenes and operational areas, or that there may be no actual scene to attend (for example, widespread severe weather disruption, health and overseas emergencies).

The effectiveness of the tactical level rests on a systematic approach to multi-agency co-ordination. The leadership at the tactical level will be determined by the nature of the emergency and the stage of the response. For example, the police may lead in a sudden onset emergency, the Health Service may lead in a public health emergency and the local authority may lead the longer term recovery. Irrespective of the pressure of operations, the lead officer must create time for regular structured briefings, consultation and tasking meetings with their counterparts and key liaison officers. If no co-ordination centre is established, tactical managers must ensure that they co-ordinate their activity and aim for multi-agency rather than bi-lateral co-ordination

The Multi-Agency Tactical Group will normally be located at suitable premises near to the incident scene.

5.2 Call out of the Tactical Group

Call out of members of the Tactical Group will be carried out via each organisation's internal call out procedures

SECTION 6 FUNCTIONAL GROUPS

6.1 General

The scene immediately after disaster has struck is likely to be confused. To bring some order to this confusion, it is important that the emergency services establish control over the immediate area and build up arrangements for co-ordinating the contributions to the response. Experience has shown that an effective response depends on the timely receipt of accurate and complete information, on sound decisions being made and appropriate actions set in train at the onset.

The Police will normally act as the co-ordinator of the response at the scene. These arrangements will usually be adequate for the effective resolution of most incidents.

In addition to the operational teams that will be set up to deal with each aspect of the response to the incident, the following functional groups should be established.

6.2 Public Communications

It is important that a Public Communications Group is set up immediately following an emergency. To ensure clarity and accuracy there must be close consultation between responding agencies under a Public Communications Co-ordinator who will normally be from the police. Ideally no press releases should be given until consultation with other services/agencies has taken place

NHS BORDERS MAJOR EMERGENCY PROCEDURES MANUAL

Whilst it is acknowledged that it is important to release accurate information on casualty numbers to the media (who may otherwise seek information elsewhere) it must be stressed that only the police can release this information.

As the incident progresses media liaison will be extended to embrace other agencies and the responsibility for co-ordination (in a supportive role) may, in time, pass to another agency, for example the Local Authority or the lead government department.

The Public Communications Group should make full use of Lothian and Borders Alert to circulate and comment on proposed media releases and to provide information to the public.

It should be borne in mind that the Maritime and Coastguard Agency press office will take the lead during any Civil Maritime Incident and will liaise closely with the other responding agencies and the vessel operators to ensure a co-ordinated response.

Further information on the role of the Public Communications Group can be found in the Lothian and Borders SCG Public Communications Plan and the Scottish Government publication:

[Preparing Scotland Warning & Informing Scotland Communicating with the Public.](#)

6.3 Care For People Team

A multi-agency **Care For People Team** should be established to consider the issues relating to survivors of the incident and their friends and relatives. This group should be led by the Director of Social Work or nominated representative from the most affected Local Authority.

The objectives of this group are to:

- Ensure the welfare and well-being of those involved in emergencies;
- Provide support and care for people affected by emergencies;
- Provide longer term support for the community.

Further guidance can be found:

[Preparing Scotland - Caring For People Affected By Emergencies.](#)