Major Incidents – Response, Roles and Structures
Standard Operating Procedure

Notice:
This document has been made available through the Police Service of Scotland Freedom of Information Publication Scheme. It should not be utilised as guidance or instruction by any police officer or employee as it may have been redacted due to legal exemptions

<table>
<thead>
<tr>
<th>Owning Department</th>
<th>Emergency Events and Resilience Planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Version Number</td>
<td>4.00 (Publication Scheme)</td>
</tr>
<tr>
<td>Date Published</td>
<td>25/09/2018</td>
</tr>
</tbody>
</table>
Compliance Record

<table>
<thead>
<tr>
<th>Equality Impact Assessment: Date Completed / Reviewed:</th>
<th>18/07/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information Management Compliant:</td>
<td>Yes</td>
</tr>
<tr>
<td>Health and Safety Compliant:</td>
<td>Yes</td>
</tr>
<tr>
<td>Publication Scheme Compliant:</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Version Control Table

<table>
<thead>
<tr>
<th>Version</th>
<th>History of Amendments</th>
<th>Approval Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
<td>Initial Approved Version</td>
<td>29/03/13</td>
</tr>
<tr>
<td>2.00</td>
<td>Amended to reflect change of Title and hyperlinks added at 12.2, 19.3. Nomenclature update at 20.1.2.</td>
<td>25/03/14</td>
</tr>
<tr>
<td>3.00</td>
<td>Full Cyclical Review to coincide with the change from SAD CHALETS to METHANE.</td>
<td>04/01/2017</td>
</tr>
<tr>
<td>4.00</td>
<td>Amended to link SOP to METHANE Aide Memoire</td>
<td>20/09/2018</td>
</tr>
</tbody>
</table>
Contents

1. Purpose
2. Role of the Police at a Major Incident
3. Initial Notification
4. Duty Officer, Area Control Room (ACR) / Contact Command and Control (C3)
5. Initial Response
6. Police Incident Officer (PIO)
7. Forward Control Point (FCP)
8. Cordons
9. Rendezvous Point (RVP)
10. Communications
11. Media Liaison Point (MLP)
12. People Handling
13. Logs
14. Emergency Procedures Advisor (EPA)
15. Major Incident Boxes
16. Major Incident Support Vehicles
17. Tactical Command
18. Investigation and Scene Management
19. Safety Advisor
20. Equality Impact Assessment and/or Community Impact Assessment
## Appendices

<table>
<thead>
<tr>
<th>Appendix</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appendix ‘A’</td>
<td>Joint Decision Model</td>
</tr>
<tr>
<td>Appendix ‘B’</td>
<td>Major Incident Site Diagram</td>
</tr>
<tr>
<td>Appendix ‘C’</td>
<td>Glossary of Terms</td>
</tr>
<tr>
<td>Appendix ‘D’</td>
<td>List of Associated PSoS/Third Party Forms</td>
</tr>
<tr>
<td>Appendix ‘E’</td>
<td>List of Associated Reference Documents</td>
</tr>
<tr>
<td>Appendix ‘F’</td>
<td>List of Associated Legislation</td>
</tr>
</tbody>
</table>
1. **Purpose**

1.1 This Standard Operating Procedure (SOP) supports the Police Service of Scotland, hereafter referred to as Police Scotland, Policy for:

- Major Incidents and Emergencies

1.2 The purpose of this document is to provide operational guidance in relation to the initial actions required by officers and Area Control Rooms in response to a major incident and outlines the manner in which major incident or contingency plans will be activated to support this response.

1.3 A Major Incident is defined as “Any emergency that requires the implementation of special arrangements by one or more of the Emergency Services or other responding partners (eg, Local Authorities, NHS or the Scottish Environment Protection Agency for:

- the initial treatment, rescue and transport of a large number of casualties;
- direct or indirect involvement of large numbers of people;
- the handling of a large number of enquiries likely to be generated both from the public and news media, usually to the police;
- any incident that requires the large scale combined resources of two or more Emergency Services;
- the mobilisation and management of the emergency services and supporting organisations joint activity to protect life reduce serious injury or prevent homelessness of a large number of people

Source: Scottish Government publication “Preparing Scotland – Responding to Emergencies in Scotland”

A Major Incident may be declared by a police officer of any rank by informing the control room of the nature of the incident and including the phrase “Major Incident”.

1.4 This SOP focuses on responding to spontaneous major incidents, it does not cover incidents that develop in slower time as a result of wide scale human or animal health, economic instability caused by fuel disruptions, industrial action etc, albeit that elements of Major Incident SOP may be invoked for these incidents.

2. **Role of the Police at a Major Incident**

2.1 In responding to a Major Incident all responding agencies have common response objectives. These are:

- Protect human life, property and the environment;
- Minimise the harmful effects of the emergency;
• Promote a swift return to a normal life;
• Maintain normal services at an appropriate level;
• Provide mutual support and co-operation between responders;
• Support the local community to recover and its part in recovery; and
• Participate in an effective and co-ordinated joint response.

2.2 Thereafter the police have specific responsibilities which can be summarised as follows:
• Co-ordinate the activities of local responders and others acting in support at the scene of an incident except when HM Coastguard co-ordinate search and rescue in a maritime incident;
• Treat the affected area as a crime scene, in parallel to the general response, unless it is obvious that the emergency is caused by a natural event;
• Act under the direction of the Procurator Fiscal, where appropriate, facilitate the inquiries carried out by bodies such as the Health and Safety Executive, Rail, Air or Marine Accident Investigation Branches of the Department for Transport and the Police Information & Review Commissioner (PIRC);
• Process casualty information including the identification of deceased and removal of the dead on behalf of the Procurator Fiscal;

3. **Initial Notification**

3.1 The early notification that a major incident has occurred is likely to be through the 999 system to an Area Control Room (ACR). The ACR Duty Officer is responsible for managing the police response. This includes the mobilisation of police resources, establishing communications with the scene and the notification to other services and agencies as per the relevant contingency plan activation process on the command and control system.

4. **Duty Officer, Area Control Room (ACR) / Contact Command and Control (C3)**

4.1 On receipt of information that an incident has occurred, which is or may subsequently be classed as a major incident, the Duty Officer ACR is responsible for instigating the mobilisation of the Emergency Services and Police resources and for monitoring communications between the scene and the Area Control Room / Service Centre. Reference should be made to a site specific plan, if there is one that relates to the incident.
4.2 If there is no site specific plan, then the following should be considered and notification made as required to (not a definitive list):

- Relevant Police personnel, e.g.:
  - Police Emergency Procedures Adviser (EPA) [EPA can assist with liaising with the relevant contacts within additional agencies as required];
  - Divisional Command / on-call Superintendent [to initiate Tactical];
  - Senior Investigating Officer (SIO);
  - Senior Identification Manager (SIM);
  - Corporate Communications;
  - Relevant ACC or duty ACC;
- The Scottish Fire & Rescue Service;
- Scottish Ambulance Service;
- Maritime and Coastguard Agency (if applicable);
- Procurator Fiscal for relevant area;
- Relevant Local Authority Emergency Planning Officer (arranged via EPA);
- Relevant NHS Emergency Planning Officer (arranged via EPA);
- CHEMET/EMARC (Environmental Monitoring and Response Centre);
- Scottish Government.

4.3 The Duty Officer will require to liaise with the Police Incident Officer (PIO), SIM and the Incident Commander at Tactical or Strategic level and if required:

- Call-out Crisis Management – within Police Scotland this encompasses Disaster Victim identification (DVI) and Casualty Bureau (CB) processes which may be required in the event of an incident involving mass fatalities, a large number of casualties or large scale evacuation of uninjured persons. In conjunction with the process, the Home Office Large Major Enquiry System (HOLMES) Database may be required for any major Incident or homicide investigation.
- Issue public warnings/emergency broadcasts (through Corporate Communications);
- Call out any other relevant specialist assistance; and
- Obtain weather details from the Met Office.

4.4 The Duty Officer, ACR, will ensure that a log is kept, including logging the times when staff on the call-out list are contacted. Additionally, all information contained within the 'running commentary' being received from the First Officer at the Scene should be placed on the log. This includes information and suggestions which were disregarded and the reasons why they were disregarded. Ideally, at least one member of staff from the ACR should be dedicated exclusively to updating the log.
4.5 The Area Control Room will act as the Resourcing and Communication Centre until the Police Operations Coordination Centre (POCC) is set up, should a Tactical level of command be required.

5. Initial Response

5.1 All officers should carry out a dynamic risk assessment when attending the scene and should be aware of the Generic Risk Assessment for Major Incidents.

5.2 Consideration should be given by ACR to directing officers to attend the incident from an upwind direction if possible, to try to prevent any contamination by fumes or other airborne hazards- the information can be obtained from the MET Office (www.metoffice.gov.uk)

5.3 Officers should be aware of the dangers posed by ignition sources such as radios, vehicle engines and cigarettes within the vicinity of any incident, particularly involving chemical or fuel spillages.

5.4 In the initial stages of an incident the first officers attending the scene should not get involved in rescue work. They should survey and assess the situation before using the mnemonic ‘METHANE’ to disseminate the following information to the Control Room:

<table>
<thead>
<tr>
<th>M</th>
<th>Major Incident declared?</th>
<th>Has, or should, a major incident be declared?</th>
</tr>
</thead>
<tbody>
<tr>
<td>E</td>
<td>Exact Location</td>
<td>What is the exact location or geographical area of the incident? Be as precise as possible.</td>
</tr>
<tr>
<td>T</td>
<td>Type of Incident</td>
<td>What type of incident is it? Eg. flooding, fire, CBRN, explosion etc.</td>
</tr>
<tr>
<td>H</td>
<td>Hazards present, potential or suspected</td>
<td>Consider potential severity of the impact.</td>
</tr>
<tr>
<td>A</td>
<td>Access – routes that are safe to use</td>
<td>Include suggested RVP</td>
</tr>
<tr>
<td>N</td>
<td>Number, type, severity of casualties</td>
<td>Be as accurate as possible</td>
</tr>
<tr>
<td>E</td>
<td>Emergency Services present and those required</td>
<td>What services are there and who else do you need?</td>
</tr>
</tbody>
</table>

5.5 A METHANE Aide Memoire is available for download on the Force Intranet.

5.6 The officers should commence a LOG. During the early stages of an incident an officer’s notebook may be used as a log however it is good practice to commence an official Tri -Service Critical/ Major Incident Log (Form 059-003)
as soon as practicable. This Log can be ordered via divisional Stationary/ stores ordering processes and can also be located in Major Incident boxes. The log should be used to record key actions and decisions etc.

5.7 Having conveyed all available information, the officer must maintain radio contact with the ACR, co-ordinate the response of the emergency services to the scene, and act as the Police Incident Officer (PIO) until relieved by an Officer of more senior rank if appropriate. **PIO should thereafter don the blue and white PIO Tabard to identify themselves to partner responding agencies.**

6. **Police Incident Officer (PIO)**

6.1 The prime responsibility of the PIO is the co-ordination of the emergency services and other responding multi-agency partners during the response phase of the operational response at the scene. The immediate and overriding responsibility of all emergency services at the scene of a major incident is the saving of life.

6.2 The PIO should adhere to the Joint Emergency Services Interoperability Program principles:

- Co-locate – Commanders to co-locate as soon as practicably possible at a single, safe and easily identified location near to the scene Forward Control Point (FCP).
- Communicate – Communicate clearly using plain English.
- Co-ordinate – Co-ordinate by agreeing the lead service, identify priorities, resources and capabilities for an effective response, including the timing of further meetings.
- Jointly understand risk – Jointly understand risk by sharing information about the likelihood and potential impact of threats and hazards to agree potential control measures.
- Shared Situational Awareness – Shared Situational Awareness established by using METHANE and the Joint Decision Model detailed in Appendix ‘A’.

6.3 In addition they must ensure that other functions affecting the process at the scene have been undertaken as detailed in this list, although the list is not exhaustive:- Health and safety, Strategy, Consider Tactical level of Command, Rendezvous Point (RVP), Communications, Cordons, Casualties, Multi-Agency Meetings, Traffic Management, Information Recording, Media, Evacuation, Body Holding, Scene Preservation, Containment, Care for People, Welfare, Property, Security and Hospital Documentation Teams.

6.4 It is important at an early stage to determine who is at the scene, what support is still required, and particularly to record all personnel within the Inner Cordon in case evacuation of that area is urgently required.
6.5 The PIO will achieve this through delegation of specific policing roles and the chairing of periodic multi-agency meetings, at intervals appropriate to the incident at the Forward Control Point, which will be recorded, situation reports received and actions issued.

6.6 When it becomes apparent that no further life can be saved, other considerations will take precedence in line with the strategic intention, such as:

- Preservation of scene;
- Recovery of the deceased in liaison with the Procurator Fiscal and Pathologists;
- Identification of deceased;
- Investigation;
- Protection of property; and
- Role of Family Liaison Officer/Ante Mortem Teams.

6.7 At this time the responsibilities of the Fire and Ambulance Services may be scaled down, whilst those of the Police, other investigative bodies, Local Authority and the Welfare Agencies may well increase.

6.8 The mnemonic ‘ACE TACTICS’ will assist the PIO in determining what is required:

Access Safe routes of access to the FCP, RVP and Marshalling area
Cordons Inner, outer, above and below
Evacuation Shelter, public safety
Traffic People, vehicular, maintaining flow
Advice What, who
C’s Command, control, coordination & communications
Tactical Activate if required
Information Management - what, how
Care Casualties, personnel
Strategy Scene

6.9 A drawing of a generic layout of a major incident scene can be found in Appendix B.
7. **Forward Control Point (FCP)**

7.1 Initially, the first police vehicle at the scene will become the **Forward Control Point** (FCP). The vehicle should be located close enough to the scene to enable the officers present to see what is happening, but far enough from the scene to be safe. As the incident progresses the initial vehicle will likely be replaced by a mobile command vehicle.

7.2 All Emergency Services Incident Officers should be co-located at the FCP.

7.3 The communications link from the scene to ACR will be from the Forward Control Point and the PIO should be based there. Only the vehicle acting as FCP should have a blue roof beacon light operating, in order to reduce confusion.

8. **Cordons**

8.1 Cordons must be introduced at the scene of a major incident. They are used to guard the scene, protect the public, and prevent unauthorised access. The two main cordons (**inner and outer**) should be established as soon as practicable. The PIO will consult with the Incident Officers from the other emergency services when considering the location and type of cordons to be implemented. In addition PIO's should consider if there is a need for any action to cordon above or below the incident site. For further information on Air Exclusion Zones or Air Accident and incident advisers see Civil Aviation and Military Aircraft SOP

8.2 **Inner Cordon**

8.2.1 The **Inner Cordon** provides the immediate security of the incident site, which is treated as a crime scene and preserved as such. In most cases the Scottish Fire and Rescue Service (SFRS) have overall responsibility for the health and safety within the inner cordon and only authorised personnel, i.e. those having a valid reason for being there, should be allowed within the Inner Cordon.

8.2.2 It should be recognised that within this restricted area there may be special hazards or the potential for extreme danger i.e. unstable buildings or chemicals, which the SFRS will provide guidance on. Demarcation and control of these specific locations, primarily to avoid the risk of injury to personnel, will be a matter for Incident Officers to take into account according to the circumstances of the incident.

8.3 **Outer Cordon**

8.3.1 The **Outer Cordon** is introduced to provide a safe working environment to protect the inner cordon and scene from interference and increase the safety of the responders. This controlled area is very much dependant on the type
and scope of the incident and the availability of resources. All access and exit points must be staffed and persons seeking access vetted and recorded on the scene entry log or Police notebook.

8.3.2 Any decision to scale up or scale down the size of the cordon areas must be based on sound operational requirement and be justifiable under later scrutiny. Any changes should follow consultation with partner agencies and reference the Joint Decision Model. All changes should be logged.

8.4 Cordons Officer(s)

8.4.1 Cordons should be divided into sectors and supervised accordingly. A supervisory officer should be appointed as Cordons Officer with overall responsibility for maintaining and resourcing all cordons. It is likely that the Inner and Outer Cordons will require separate Cordon Officers.

8.4.2 Tapes, ropes, barriers and signing should be considered to reinforce the cordon surrounding the area. This is of particular importance in areas where, due to the difficult terrain, it is impracticable to station individual officers. In such circumstances the area cordoned must be given regular attention.

8.4.3 It is vitally important that Cordon Officers are fully briefed. Those deployed at key positions must be made aware that, in addition to the emergency services, other specialist and support personnel will be arriving.

8.4.4 Their purpose is to log the arrival and departure of all personnel who enter the cordon and ensure no unauthorised access by non-essential personnel. Authority for non-emergency services personnel to access the scene should be obtained from the Police Incident Officer.

8.4.5 Cordon Officers should also be aware they may be approached by persons affected by the situation returning to the locus having not been involved in the incident itself who may be ‘casualties’ and require the support of other responding agencies.

9. Rendezvous Point (RVP)

9.1 As soon as practicable, all Police resources attending the scene should be directed to a designated Rendezvous Point where a Rendezvous Point Officer with appropriate support staff should be appointed. The functions of the RVP officer are:

- to maintain a log of all incoming and outgoing resources;
- inform the Forward Control Point of available resources;
- brief officers attending the scene;
- issue equipment as necessary;
- direct reserves to the Marshalling Area and liaise with the Marshalling Area Officer; and
• ensure that vehicles are correctly parked and available for immediate use.

9.2 Ideally the RVP should be positioned near to the Outer Cordon and not in the immediate vicinity of the Forward Control Point. It should be adjacent to an area where a potentially large number of heavy vehicles could be parked.

9.3 The staffing levels required for the RVP will depend very much on the scale of the incident. Initially two officers should staff the RVP and Marshalling area, however as the incident progresses it is of paramount importance that sufficient staff are nominated to attend the RVP in order to ensure that the documentation and activation of resources are co-ordinated effectively.

10. Communications

10.1 To facilitate joint decisions and control of the incident, a dedicated talk group may be identified for the use of the Incident Officers of attending emergency services. The respective Incident Officers can make a joint decision whether or not to extend this facility to other agencies. It will be the responsibility of the police to ensure that sufficient Bronze Interoperability airwave terminals are available to emergency service commanders and other agencies. These are available through the ACR / EPA.

11. Media Liaison Point (MLP)

11.1 The Media Liaison Point should be situated outside the outer cordon near to the incident but not in close proximity to the RVP. A supervisory officer will be responsible for resourcing this location until the arrival of Corporate Communications personnel.

11.2 A Major Incident will generate intense media interest and to exclude them from the scene will only encourage attempts at unauthorised access to the detriment of the operation and the future co-operation of the media. Establishing a Media Liaison Point and providing a point of contact may alleviate the problem of media intrusion.

12. People Handling

12.1 The location of a major incident must be treated as a protected scene to facilitate subsequent investigations; however, the overriding priority in the initial stages of response must be the saving of life.

12.2 Casualties can be defined into the following categories:

• Uninjured;
• Injured;
• Evacuated
• Missing Persons
• Deceased.

12.3 In most major incidents, both the Fire and Ambulance service will be involved in the rescue and removal of casualties from within the inner cordon. Thereafter casualties will be taken to a Casualty Clearing Station (CCS).

12.4 The Ambulance service will be responsible for establishing the CCS in conjunction with both the Police and Fire service. The Police will be required to provide a CCS Liaison Officer who will maintain a log of where casualties are being taken and where practical basic details should be obtained such as gender, approx. age and injury, there is no requirement to collate actual details of the casualties at this time. This will be done on arrival at the designated hospital/reception centre. Officers obtaining details must not delay the administration of treatment or casualty transfer.

12.5 An Ambulance Loading Point (ALP) will also be established, and the Police will provide a presence to liaise with Ambulance Service staff.

12.6 The deceased – When it is determined by a suitably trained/qualified medical professional that a person is deceased; the remains should not be moved prior to consultation with the SIO or Procurator Fiscal or unless circumstances deem otherwise i.e. the removal of a deceased person to allow medical treatment to another.

12.7 The Police are normally responsible for the removal of the deceased from the site of a major incident.

12.8 It is the role of the Police to attend at all receiving hospitals and reception centres to note full details of all casualties. In the event of a Casualty Bureau being established the Police will arrange for Documentation Teams to attend. In the event of Survivor / Evacuee Reception Centres and/or Friends / Relatives Reception Centres being established (normally the responsibility of the Local Authority) the Police will provide resources for roles including security, casualty bureau documentation and family liaison officers as appropriate.

12.9 It is important that casualties, evacuees and others who have been involved in the incident are regularly updated.

13. Logs

13.1 It is essential to keep a log of events and decisions as they occur. Inevitably the Area Control Room will keep a digital Command and Control log; however, this log may not be sufficiently detailed for the purposes of the Police Incident Officer at the scene, or the future scrutiny of an investigation, or indeed any formal enquiry into the incident. For these reasons, officers
who are responsible for the management of the incident or any component part thereof should keep detailed logs. Personnel identified as Log Keepers/Loggists should be fully briefed in relation to this role.

13.2 Tri-Service Critical/Major Incident Log (Form 059-003) should be provided to Loggists and utilised as early as possible. This will assist the relevant Strategic, Tactical and Operational Commanders during a Major/Critical Incident or event by demonstrating the incident is being properly managed and ensuring the relevant commander takes a balanced approach to the event/incident.

The log should:

- Be a contemporaneous reflection of relevant information made known to commanders/officers in charge
- Record any decisions/policy decisions made in sufficient detail, to assist in the management of the incident/event.
- Enable detailed recollection and scrutiny during the incident or at a later date and to allow the recollection of any impact which each decision may cause

13.3 Decisions should be taken and recorded in accordance with the Joint Decision Model (JDM) refer to Appendix ‘A’ and include the available information, the reasoning, anticipated effects and influences.

13.4 The retention, review and disposal criteria for this document or any notes taken before hand is entirely dependent on the incident. Records must be disposed of as soon as possible once their retention period has ended. This includes backup copies/stored on alternative media.

13.5 The Tri-Service Critical/Major Incident Log is deemed suitable for offsite storage as it may be required to be retained for at least 12 months and will not be used or accessed regularly once complete. All logs for the same incident should be stored together. Log keepers should also consider appropriate Government Security Classification when dealing with incidents. Further information can be sought from Record Retention SOP and Government Protective Marking Scheme (GPMS) PSoS SOP.

14. Emergency Procedures Adviser (EPA)

14.1 Assistance can be obtained from the on call Emergency Procedures Adviser (EPA), contactable via the ACR Duty Officer on a 24/7 basis. They can provide advice, access specific plans, and assist in procedural and co-ordination issues with all responding partners.
Further information can be sourced via Scottish Government publication “Preparing Scotland – Responding to Emergencies in Scotland”).
15. Major Incident Boxes

15.1 Major Incident Boxes are held within all divisions / local policing areas to provide documentation and equipment for the divisions / local policing area when responding initially to Major Incidents or ‘Operationally Challenging’ incidents. It is the responsibility of the respective division to maintain these boxes and ensure stock is replaced after each use. The locations of these Boxes are also known to both Area Control Room's (ACRS') and Emergency, Events and Resilience (EERP) staff. These boxes shall be available during any incident.

16. Major Incident Support Vehicles

16.1 There are a variety of major incident support vehicles available across the service which can be accessed by contacting the ACR Duty Officer.

17. Tactical Command

17.1 As the incident progresses, a further level of management may be required to support operational efforts of the PIO at the scene. In this case, a Police Tactical Commander will be appointed and will require to establish either an Incident Control Post (ICP), if the incident requires them to be close to the scene, or more commonly a Police Operations Coordination Centre (POCC) from which the police can manage the incident at a tactical level.

17.2 There are a number of POCC's throughout the service area and the location will be decided based upon the commander’s location.

17.3 The POCC should be supported by a POCC Manager, administration and communications staff. It is preferable for this team to comprise of specialist personnel who have previous experience or received relevant training. The inclusion of a local officer from the local policing area (LPA) in which the incident has occurred to act as a liaison officer and advise on local matters, is also of value.

17.4 The essential function of the Tactical Commander is to:

- Implement a strategy and coordinate the overall tactical response
- maintaining close liaison with the PIO in order that any physical resources, technical or material resources can be requisitioned as required;
- maintaining close liaison with other emergency and support services; and
- keeping a comprehensive log of all messages, occurrences and inter-agency tactical discussions.
17.5 The POCC is a 'police only' facility which can be co-located as a separate Police Cell within a Multi-Agency Coordination Centre (MACC).

17.6 A MACC is a multi-agency location, usually remote from the scene, where multi-agency partners will locate and meet. Dependant on the incident this may be co-located with the POCC, but there will still require to be an area where the 'police only' aspect of the incident is managed.

17.7 As the incident progresses, a Strategic Commander may be appointed to oversee both the Tactical and Operational Commanders.

18. **Investigation and Scene Management**

18.1 The cause of any major incident may be immediately apparent, but it is not to be presumed until all enquiries and investigations are completed. Any enquiry should be treated as 'criminal' until proved otherwise.

18.2 A Senior Investigating Officer (SIO) will be appointed who is responsible to the Incident Commander. The SIO will oversee the running of the Post and Ante Mortem Teams, HOLMES Unit and Enquiry Team. A Senior Identification Manager (SIM) should also be appointed.

19. **Health and Safety Advisors**

19.1 Assistance can be obtained from a Health and Safety Advisor who can be contacted via the Service Overview Duty Officer. The Health and Safety Advisor can provide specialist advice and support at any 'major' or 'operationally challenging' incident.

20. **Equality Impact Assessment and/or Community Impact Assessment**

20.1 Cognisance should be taken of each incident and, if necessary, a specific Equality Impact Assessment and/or Community Impact Assessment should be undertaken.

20.2 The European Centre on Racism and Xenophobia published a report in November 2005 entitled The Impact of 7 July 2005 London Bomb Attacks on Muslim Communities in the EU. This report demonstrated that, if a Major Incident is initially believed or subsequently found to be a terrorist attack, this is likely to result in significantly increased tensions or related Hate Crime.

20.3 Should such an incident occur in Scotland, PSOS will carry out Community Impact Assessments and/or specific Equality Impact Assessments, in conjunction with reassurance patrols, to ensure appropriate community reassurance. Please refer to the Community Impact Assessment SOP and
Equality Impact Assessment SOP for further guidance on these processes.

20.4 Scottish Police Authority (SPA) and Police Scotland have a duty of care under the Health and Safety at Work Regulations 1999 to protect the physical and mental wellbeing of all staff as far as practicable.

20.5 Police Scotland provides guidance to managers and Police Officers in relation to a safe intervention of support and early identification of staff and officers directly involved in potentially dramatic incidents. Further information is available in the Trauma Risk Management SOP.
Joint Decision Model

The Joint Decision Model (JDM) will help commanders bring together available information, reconcile objectives and then make effective decisions together.

It is organised around three primary considerations:

**Situation**
- What is happening?
- What are the impacts?
- What are the risks?
- What might happen and what is being done about it?

**Direction**
- What end state is desired?
- What are the aims and objectives of the emergency response?
- What overarching values and priorities will inform and guide this?

**Action**
- What needs to be decided and needs to be done to resolve the situation and achieve the desired end state?
Appendix ‘B’

Major Incident Site Diagram
## Glossary of Terms

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACR</td>
<td>Area Control Room</td>
</tr>
<tr>
<td>ALP</td>
<td>Ambulance Loading Point</td>
</tr>
<tr>
<td>BHA</td>
<td>Body Holding Area</td>
</tr>
<tr>
<td>C3</td>
<td>Contact Command and Control</td>
</tr>
<tr>
<td>CB</td>
<td>Casualty Bureau</td>
</tr>
<tr>
<td>CCS</td>
<td>Casualty Clearing Station</td>
</tr>
<tr>
<td>DVI</td>
<td>Disaster Victim Identification</td>
</tr>
<tr>
<td>EPA</td>
<td>Emergency Procedures Adviser</td>
</tr>
<tr>
<td>FCP</td>
<td>Forward Control Point</td>
</tr>
<tr>
<td>HOLMES</td>
<td>Home Office Large Major Enquiry System</td>
</tr>
<tr>
<td>ICP</td>
<td>Incident Command Post</td>
</tr>
<tr>
<td>MA</td>
<td>Marshalling Area</td>
</tr>
<tr>
<td>MACC</td>
<td>Multi-Agency Co-ordination Centre</td>
</tr>
<tr>
<td>MI</td>
<td>Major Incident</td>
</tr>
<tr>
<td>MLP</td>
<td>Media Liaison Point</td>
</tr>
<tr>
<td>PIO</td>
<td>Police Incident Officer</td>
</tr>
<tr>
<td>POCC</td>
<td>Police Operations Coordination Centre</td>
</tr>
<tr>
<td>RVP</td>
<td>Rendezvous Point</td>
</tr>
<tr>
<td>SFRS</td>
<td>Scottish Fire and Rescue Service</td>
</tr>
<tr>
<td>SIM</td>
<td>Senior Identification Manager</td>
</tr>
<tr>
<td>SIO</td>
<td>Senior Investigating Officer</td>
</tr>
<tr>
<td>TCC</td>
<td>Tactical Coordination Centre</td>
</tr>
</tbody>
</table>
Appendix ‘D’

List of Associated PSoS/ Third Party Forms

- Tri -Service Critical/ Major Incident Log (Form 059-003)
- Scene Entry Log (Form 3.1.37)
Appendix ‘E’

List of Associated Reference Documents

- Preparing Scotland - Responding to Emergencies in Scotland
- The Impact of 7 July 2005 London Bomb Attacks on Muslim Communities in the EU
- Civil Aviation and Military Aircraft SOP
- Record retention SOP
- Government Protective marking Scheme (GPMS) SOP
- Trauma Risk management SOP
- METHANE Aide Memoire
Appendix ‘F’

List of Associated Legislation

- Police and Fire Reform (Scotland) Act 2012
- Civil Contingencies Act 2004 (CCA)
- Contingency Planning (Scotland) Regulations 2005
- Health and Safety at Work Regulations 1999