



Freedom of Information request 01/FOI/24/2527
We received your request on the 14/03/2024.

Request

You asked us:

Dear British Transport Police,

Hi please can you provide the services major incident handbook/policy.

[REDACTED]

[REDACTED]

We have handled your request under the Freedom of Information Act (FOIA)

Our response:

Please see attachment.



**BRITISH
TRANSPORT
POLICE**



JESIP
Working Together – Saving Lives

Title	MAJOR INCIDENT RESPONSE PLAN
Type of plan	Major Incident Response
Date Created	March 2021
Last Review	February 2023
Next Review Date	February 2024
Latest Version	Version 1.5
Amendments made by	[REDACTED] Resilience Planning Unit
Author	[REDACTED] Resilience Planning Unit
Owner	[REDACTED] ACC Specialist Capabilities
Signature	
Protective Marking	OFFICIAL – SENSITIVE
FOIA Exempt	NO – redacted copy available
Distribution	All BTP via Resilience PowerApps

ESSENTIAL INFORMATION – EMERGENCY ACTIVATION

For immediate activation of this plan and the initial actions to be taken, go to page 14

ESSENTIAL INFORMATION – COMMUNICATIONS PATHWAYS

Talkgroup	What it is	How to reach it
████	Initial Operational Command multi-agency talkgroup for commanders at scene	Depending on Home Office Force area in mapping folders, will be displayed as e.g. █████
████	Initial Tactical Command multi-agency talkgroup for commanders at scene	Depending on Home Office Force area in mapping folders, will be displayed as e.g. █████
████	Initial Interoperability talkgroup for all organisations at scene	Depending on Home Office Force area in mapping folders, will be displayed as e.g. █████
████	Sharers Hailing Group to hail another police force	Depending on Home Office Force area in mapping folders, will be displayed as e.g. █████
████	For Control Room – Control Rooms communication	FCRL/B utilise ICCS or handhelds, follow █████ protocol
████	For National NILO communication	████ can navigate to it on their personal radios

ESSENTIAL INFORMATION – ACTIONS FOR INITIAL POLICE RESPONSE

#	Detail	Who
1	Take immediate action to contain the spread of the emergency or attempt to reduce its effects – including saving life, protecting emergency responders and the public and minimising further harm	All
2	Use the METHANE or ETHANE proforma to pass situational awareness and disseminate this to all emergency responder agencies. Declare a major incident if necessary as soon as possible.	All
3	Establish a Rendezvous Point (RVP) and Forward Control Point (FCP) as soon as possible to coordinate the multi-agency response on the ground	All
4	Ensure one responder does not commit into the scene, to act as a conduit of information to FCR via Airwave radios	All
5	Ensure Body Worn Video is on and recording	All
6	Take direction from Ambulance Service or Fire and Rescue Service responders on areas relating to casualty management or hazard management	All

ESSENTIAL INFORMATION – ACTIONS FOR INITIAL POLICE COMMAND

#	Detail	Who
1	Take immediate action to establish a BTP Command & Control structure including clearly defining Strategic (Gold), Tactical (Silver) and Operational (Bronze) Commanders.	All
2	Establish clear communication channels with other emergency services to coordinate the emergency response	All
3	Set out the BTP working strategy and communicate this at all command levels	All
4	Set up or attend multi agency Strategic Coordination Group (SCG) and Tactical Coordination Group (TCG) as soon as possible including all Local Resilience Forum partner agencies	All
5	Activate relevant BTP internal response plans	All

6	Use the Joint Decision Model to carry out initial incident management with partner agencies and ensure that all decisions taken are jointly recorded	On-scene commander
7	Keep FCR informed of activity being undertaken through continuous updates for the log.	On-scene commander
8	Appoint a loggist and commence your command log. Consider what other support you may need – tactical advisors or ‘runners’	On-scene commander
9	Activate and deploy a National Interagency Liaison Officer to the most appropriate location	SDO / FIM
10	Co-ordinate on-scene activity until further command capabilities arrive	On-scene commander
11	Maintain the integrity of the command chain – there is no need to be updating individuals not fulfilling command roles with detail of the incident. Prioritise strategic, tactical and operational commanders and command support functions	SDO / FIM

ESSENTIAL INFORMATION – ACTIONS FOR INITIAL POLICE CONTROL ROOMS

#	Detail	Who
1	Create a Control Works log OR update the description to include **MAJOR INCIDENT** if log already in place	Control Room staff
2	Ensure the M/ETHANE proforma is recorded on the log and time-stamped	Control Room staff
3	Prompt for a M/ETHANE assessment if one has not already been given and talk the responder through the steps if required	Dispatcher
4	Remind initial responders of their role and responsibilities and assist in identifying an appropriate RVP and FCP if required	DFIM or FIM
5	Contact partner agencies using Sharer’s Hailing Talkgroups or ESICTRL and advise that a major incident has been declared by BTP, and ensure that the M/ETHANE is then immediately disseminated to other responder agencies.	Control Room staff / supervisor
6	Identify dedicated Airwave channels for the incident	Control Room Supervisor
7	Notify the Senior Duty Officer of the log so that the SDO can take initial tactical command at the earliest opportunity	Control Room Supervisor
8	Notify the relevant TOC / Network Rail / RAIB / ORR and prompt for immediate safety measures e.g. traction current power off and deployment of a RIO or NIRM	Control Room staff
9	Facilitate the deployment of initial responders, whilst considering H&S issues reported in the M/ETHANE assessment	Dispatcher
10	Assist in establishing a BTP Command Structure.	DFIM or FIM

ESSENTIAL INFORMATION – RAIL INCIDENT CONSIDERATIONS

Refer to the below table for primary rail incident considerations:

Theme	Action	Considerations
Safety	Ensuring power isolated or off	Ensuring OLE earthed and area safe
Safety	Ensuring the presence of a MOM and/or RIO	RIO to be clearly identifiable and brought into command 'huddles'
Safety	Wearing appropriate PPE and uniform	Incident Commander tabard
Investigation	Utilising powers under Transport & Works Act	Breathalysing as necessary
Investigation	Securing all perishable evidence including CCTV	This includes signals either side of the incident, and the signal box / control centre, tyre temperatures etc.

ESSENTIAL INFORMATION – JESIP PRINCIPLES

The JESIP Principles apply to this plan. In an activation, commanders should ensure they:

CO-LOCATE

Co-locate with other responders as soon as practicably possible at a single, safe and easily identified location.

COMMUNICATE

Communicate using language which is clear, and free from technical jargon and abbreviations.

CO-ORDINATE

Co-ordinate by agreeing the lead organisation. Identify priorities, resources, capabilities and limitations 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 appropriate control measures.

SHARED SITUATIONAL AWARENESS

Establish shared situational awareness by using M/ETHANE and the Joint Decision Model.

1. Introduction

1.1. Background

The Major Incident Response Plan (MIRP) has been developed to provide clear information and guidance on British Transport Police's (BTP) response to Major Incidents across the jurisdiction of the force, which will by their nature involve working with multi-agency partners to resolve.

It is not intended as a full guide to incident management but should be read in conjunction with the underpinning doctrine that is contained in the Guide to Managing Major Incidents (GMMI) (2021).

This document supports the legislative framework of the Civil Contingencies Act (2004), the guidance outlined in Cabinet Office documentation, and the principles of JESIP, as per the below graphic:

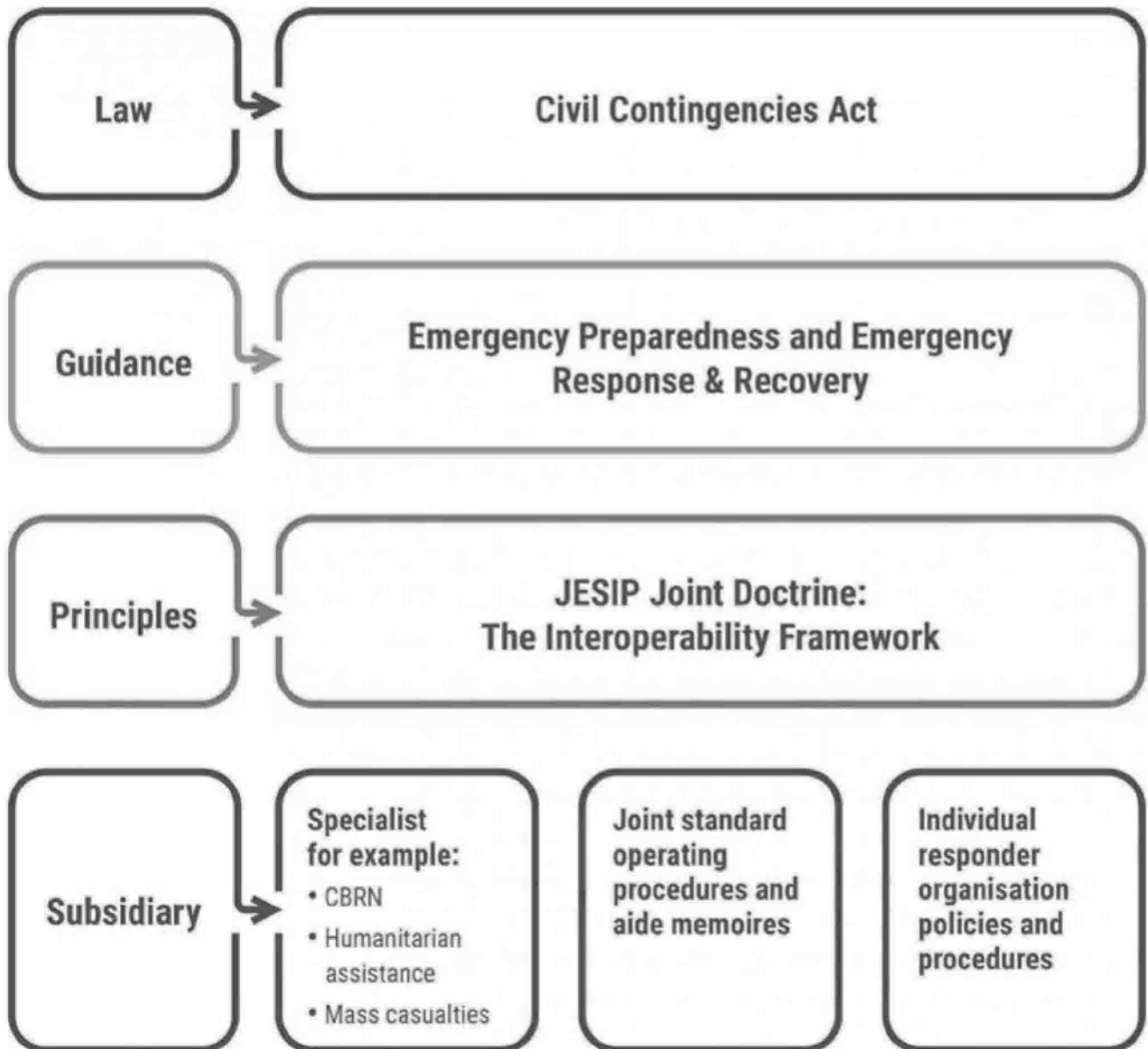


Figure 1: Framework¹

¹ [REDACTED]

1.2. Aim and objectives

The aim of this document is to provide operational, tactical and strategic guidance to the initial responding officers and commanders in a Major Incident.

It will do so by discharging the following objectives:

- to provide accessible forms of guidance, action prompts and aide memoires to officers and commanders in the event of a Major Incident.
- to support the activation of other core force plans by ensuring a standard response is taken in the initial stages of incident management.

1.3. Scope

This document is to be used for all major incidents that require a response from BTP. It primarily applies to rail major incidents but has applicable actions and processes for the responses to large-scale public disorder, acts of terrorism, or other national risks.

1.4. Supporting and linked documents

This document will make reference to a number of other plans but for practical reasons will minimise duplicate information. Other BTP documents supported and referenced by this document are:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

2. Definitions and planning assumptions

2.1. Definition

A major incident is defined as an event or situation with a range of serious consequences which require special arrangements to be implemented by one or more responder agencies.

2.2. Notes on the definition²

- "Emergency responder agency" describes all category one and two responders as defined in the Civil Contingencies Act (2004) and associated guidance.
- A major incident is beyond the scope of business-as-usual operations, and is likely to involve serious harm, damage, disruption or risk to human life or welfare, essential services, the environment or national security.
- A major incident may involve a single-agency response, although it is more likely to require a multi-agency response, which may be in the form of multi-agency support to a lead responder.
- The severity of the consequences associated with a major incident are likely to constrain or complicate the ability of responders to resource and manage the incident, although a major incident is unlikely to affect all responders equally.
- The decision to declare a major incident will always be a judgement made in a specific local and operational context, and there are no precise and universal thresholds or triggers. Where LRFs and responders have explored these criteria in the local context and ahead of time, decision makers will be better informed and more confident in making that judgement.

2.3. Guidance on the declaration of a Major Incident

- Any emergency responder agency can declare a major incident on behalf of their own agency.
- Organisations cannot declare a major incident on behalf of another organisation, but communicating the declaration may help inform another organisation in their consideration of a declaration.
- Any individual from an organisation can declare a major incident, and communicate that declaration using the METHANE proforma.

2.4. Best practice

It is best practice to declare a major incident early, as this will ensure a quick response to save life and reduce harm and can be de-escalated with more ease than declaring later.

It is best practice to declare a major incident if you are unsure whether it satisfies the definition and notes, as this can facilitate appropriately trained and experienced commanders and advisors ratifying or de-escalating the declaration.

2.5. Planning assumptions

- A major incident involving the railways is likely to include a multi-agency response from the relevant Home Office police force, Fire & Rescue, and Ambulance services; as well as Network Rail, and the associated Train Operating Companies or Freight Operating Companies, or Transport for London (TfL).
- A major incident will require BTP to enact ways of working that are not business-as-usual
- A major incident will require joint working with other emergency responder agencies, so BTP should have knowledge of the requirements of these services in order to maximise engagement opportunities.

² [REDACTED]

2.6. Phases of a Major Incident

Most major incidents can be considered to have four phases:

- **Initial Response** – A scalable response from all or any of the emergency responder agencies dependent on the nature of the incident and the response initially required.
- **Consolidation Phase** – Transition from the initial response phase as the incident progresses and other responder agencies are activated as required, including specialist response expertise and capabilities.
- **Recovery Phase** – The process of rebuilding, restoring and rehabilitating the community following an emergency. The recovery process will begin during the response phase, defined as the actions taken to deal with the immediate consequences of the incident. During the incident the SCG will set up a Recovery Coordination Group (RCG) which will take over multi-agency coordination once the response phase is complete.
- **Restoration of Normality** – Continuation of the recovery phase into a longer-term restoration, coordinated by the RCG.

2.7. Stages of a major incident

Stages of a Major Incident

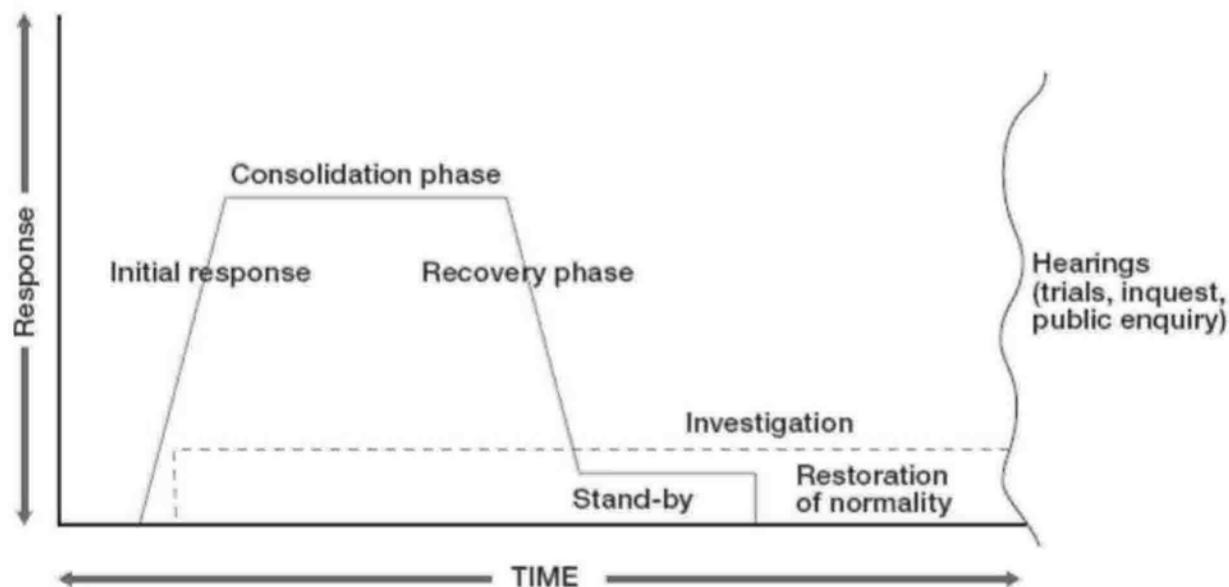


Figure 2: Incident phases

2.8. Jurisdiction, primacy, and lead agencies

2.8.1. Jurisdiction

BTP is the specialist police force for the railways, covering tracks, stations, depots, sidings and some light rail systems around the UK. Our jurisdiction is set out by the Railways and Transport Safety Act 2003 Part 3 Section 31(1) and for incidents, including major incidents that occur on that jurisdiction we will have primacy for the response and investigation.

However an incident happening on the rail infrastructure is also an incident within the territorial jurisdiction of a Home Office Police Force, affecting the persons and communities within that area, and discussion at the outset of any major incident response between the BTP Strategic Commander and an appropriate Strategic

representative from the Home Office Police Force will be essential to facilitating interoperability between the two organisations.

N.B. There are certain aspects of Network Rail infrastructure where this discussion will need to be held between BTP and two Home Office Police Forces – for example, incidents occurring in the Severn tunnel (between Avon & Somerset and Gwent Police force areas) or Standedge tunnel (between the Greater Manchester and West Yorkshire police force areas).

2.8.2. Primacy of investigation

It may on occasion be more appropriate for a Home Office Police Force to take over primacy of the investigation of a major incident, which will be decided, formalised, and recorded at the Strategic Command level. It should be ensured that this process in no way affects the emergency response on the ground.

If the incident is declared terrorism, the subsequent investigation would be undertaken by CT Policing structures nationally, with BTP involvement largely supporting their overarching primacy of investigation.

2.8.3. Lead Agency

JESIP states that: “for effective co-ordination, one agency generally needs to take a lead role. To decide who the lead agency should be, factors such as the phase of the incident, the need for specialist capabilities and investigation, during both the response and recovery phases should be considered. There is specific guidance for some types of incidents, highlighting which agency should take the lead role. The decision on who takes the lead role should be documented – the lead agency may change as the incident develops. The lead agency should chair co-ordinating meetings and make sure they take place regularly.”

BTP acknowledges this position and will facilitate the most appropriate lead agency taking a co-ordination role at varying stages of the incident, understanding that it may not always be an emergency service, and working in conjunction with all our partners.

Where BTP are in the lead role for the incident, BTP will:

#	Detail	Who
1	Establish a Rendezvous Point (RVP) and Forward Control Point (FCP) as soon as possible	First Responder / PIC
2	Ensure an up to date M/ETHANE message is circulated to all responder agencies	FCR
3	Coordinate ongoing emergency response on the ground ensuring regular JESIP meetings take place	PIC
4	Facilitate the arrangement and attendance of multi-agency partners at a virtual SCG and TCG in conjunction with the LRF Secretariat	BTP Strategic & Tactical Command
5	Ensure cordon integrity, checking the identification of personnel on scene	PIC / Bronze Cordons
6	Engage with the LRF secretariat around records management for the incident ensuring accurate log keeping	Bronze Resilience / NILO
7	Ensure all multi-agency partners are briefed on what airwave comms methods are in use	FCR
8	Work with industry partners to ensure passenger lists are accurate and disseminated to all partners	Embedded Inspector / Bronze Stakeholder / Bronze Intel

3. Major Incident Response Principles

BTP will follow and embed the Joint Emergency Service Interoperability Principles (JESIP) when responding to a Major Incident. Key information from the JESIP doctrine is included below for use during a major incident.

3.1. METHANE

The METHANE proforma provides a single, shareable structure for passing situational awareness between responders, control rooms and organisations, from the very outset of the incident.

Each responder agency should send a M/ETHANE message to their control room as soon as possible. The first BTP resources to arrive on scene should send the METHANE message to FCRB or FCRL so that situational awareness can be established quickly at a national level, which will support the onward sharing of information to our partner agencies and their control rooms.

For incidents that are not believed to be 'major', ETHANE should be the standard mechanism for passing information from scene to Force Control Rooms.

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

3.2. Principles for Joint Working

The Principles for Joint Working outline five activities that will facilitate interoperable working between all organisations, promoting actions that enhance co-ordination and the sharing of information. All BTP responders should be putting each of these principles into practice, with activity relating to the co-ordination carried out by the appropriate level of the command structure.

Applying these five simple principles for joint working is particularly important in the early stages of an incident, when information will be changing rapidly and a clear, logical process that supports robust decisions will be vital.

All emergency services and responder agencies should undertake the below five principles to ensure interoperability.

CO-LOCATE

Co-locate with other responders as soon as practicably possible at a single, safe and easily identified location.

COMMUNICATE

Communicate using language which is clear, and free from technical jargon and abbreviations.

CO-ORDINATE

Co-ordinate by agreeing the lead organisation. Identify priorities, resources, capabilities and limitations 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 appropriate control measures.

SHARED SITUATIONAL AWARENESS

Establish shared situational awareness by using M/ETHANE and the Joint Decision Model.

3.3. Joint Decision Model

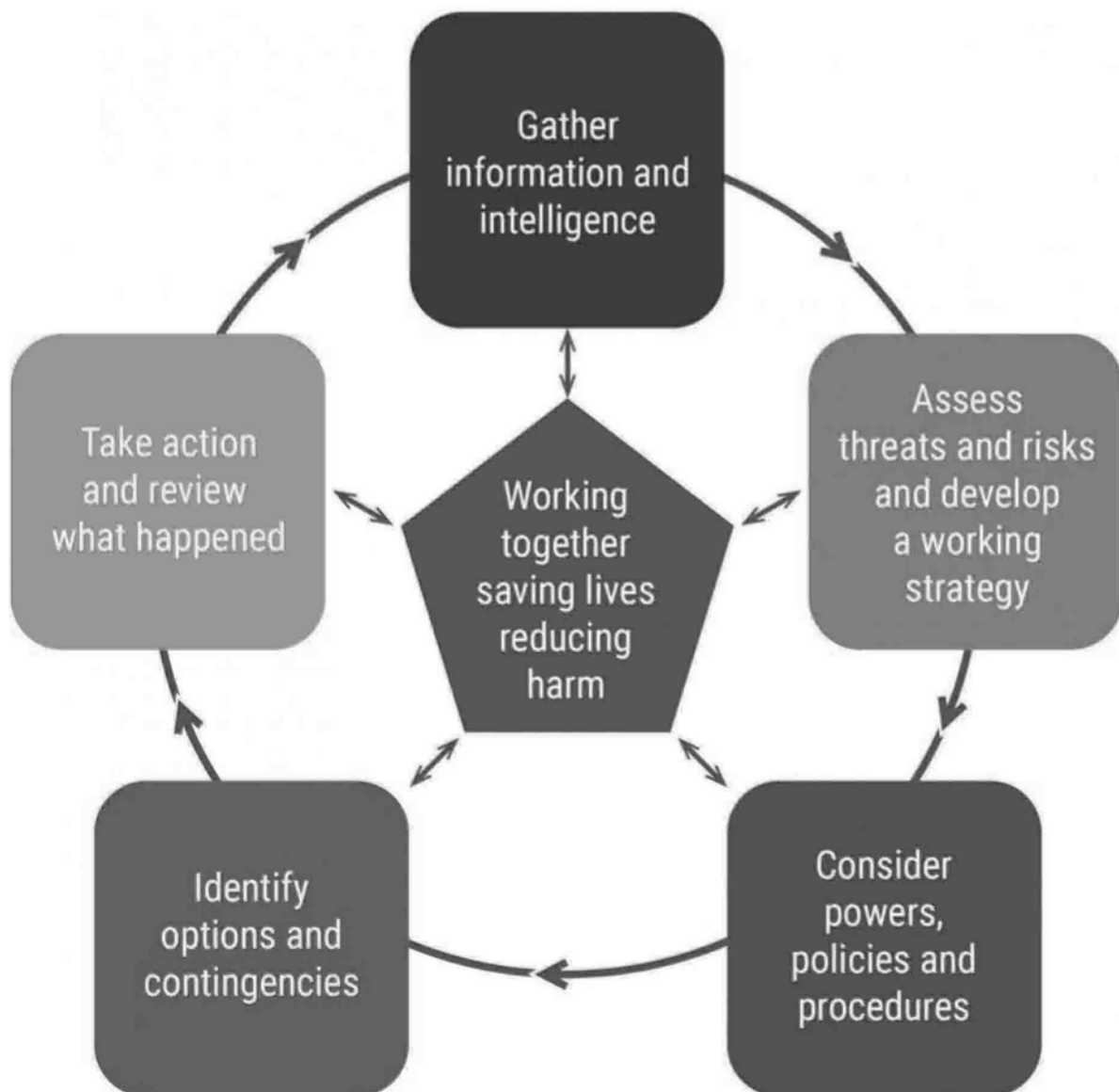
The use of the Joint Decision Model is inherent to incident decision-making, and part of the JESIP Principles.

Commanders should be free to interpret the joint decision model for themselves, reasonably and according to the circumstances they face at any given time. Achieving desired outcomes should always come before strict adherence to the stepped process outlined in the joint decision model, particularly in time sensitive situations.

A detailed and well-practised understanding of the joint decision model will help commanders to think clearly and in an ordered way when under stress. The joint decision model can be used for both 'rapid onset' and 'rising tide' emergencies.

All joint decisions, and the rationale behind them, should be recorded in a 'joint decision log'.

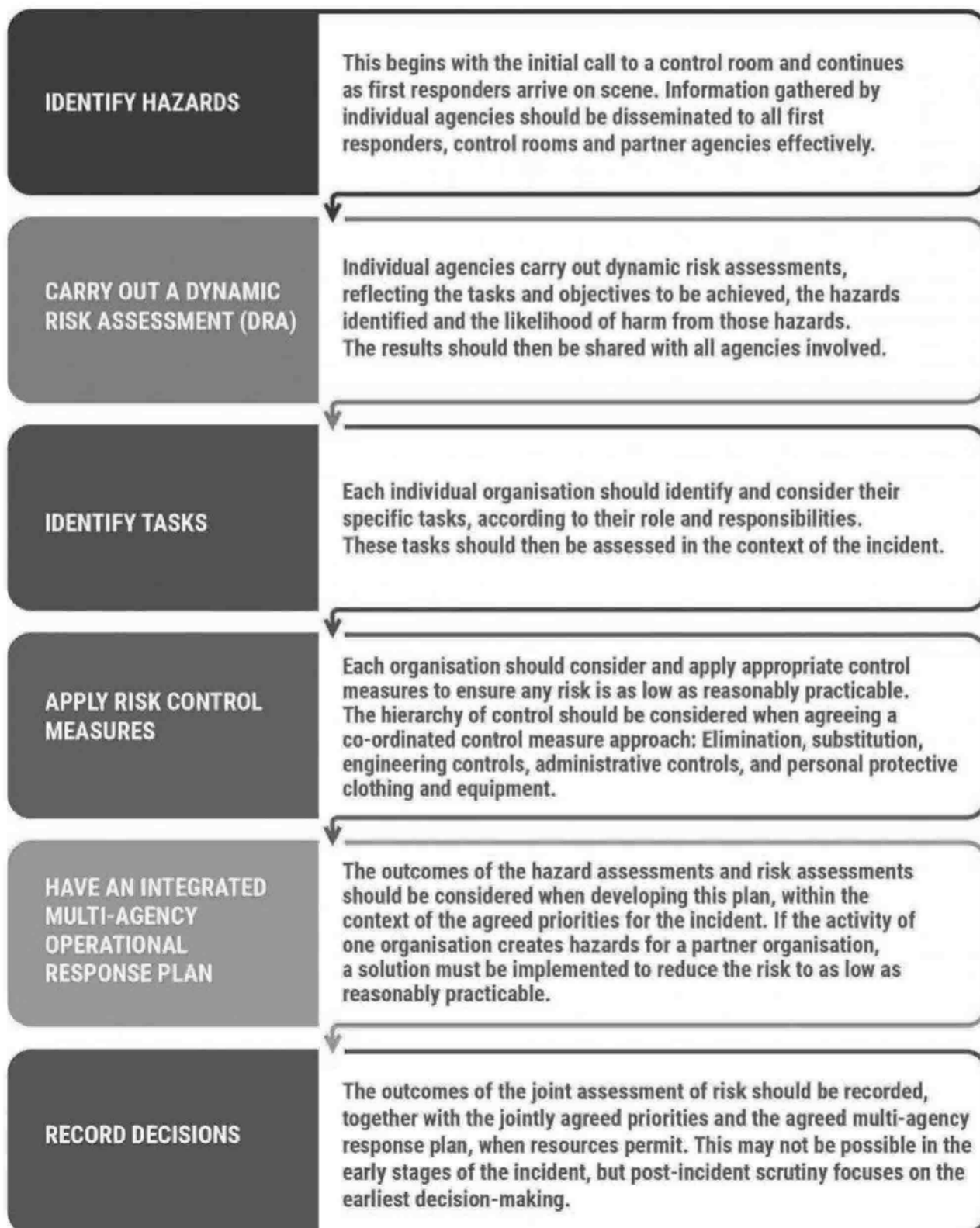
Refer to the JDM below:



3.4. Risk Assessments

Commanders jointly assess risk to achieve a common understanding of threats and hazards and their likelihood of happening, which informs decisions on deployments and the required risk control measures.

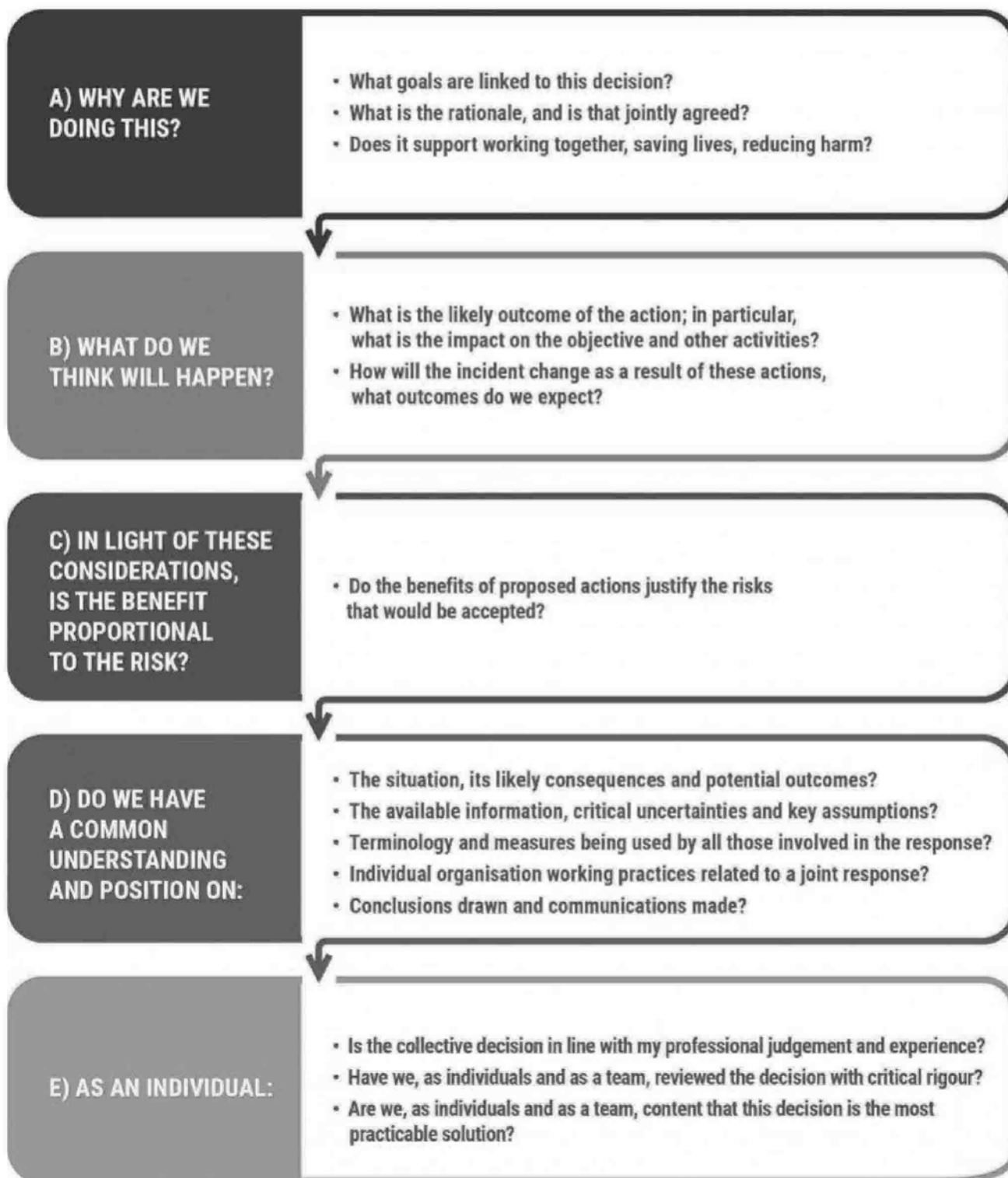
Commanders should consider how risks may increase, reduce or be controlled by any decisions made and subsequent actions taken.



3.5. Decision controls

As part of the decision-making process, decision makers should use decision controls to ensure that the proposed action is the most appropriate.

Decision controls support and validate the decision-making process. They encourage reflection and set out a series of points to consider before making a decision.



3.6. IIMARCH

Once commanders have made decisions and decided on actions, information must be relayed in a structured way that can be easily understood by those who will carry out actions or support activities. This is commonly known as briefing.

In the initial phases of an incident, the joint decision model may be used to structure a briefing. As incidents develop past the initial phases or if they are protracted and require a hand over between commanders and responders, then a more detailed briefing tool should be used. The mnemonic 'IIMARCH' is a commonly used briefing tool.

I

INFORMATION

What, where, when, how, how many, so what, what might?

Timeline and history (if applicable), key facts reported using M/ETHANE

I

INTENT

Why are we here, what are we trying to achieve?

Strategic aim and objectives, joint working strategy

M

METHOD

How are we going to do it?

Command, control and co-ordination arrangements, tactical and operational policy and plans, contingency plans

A

ADMINISTRATION

What is required for effective, efficient and safe implementation?

Identification of commanders, tasking, timing, decision logs, equipment, dress code, PPE, welfare, food, logistics

R

RISK ASSESSMENT

What are the relevant risks, and what measures are required to mitigate them?

To reflect the JESIP principle of Joint Understanding of Risk and using the ERICPD hierarchy for risk control as appropriate

C

COMMUNICATIONS

How are we going to initiate and maintain communications with all partners and interested parties?

Other means of communication, understanding of inter-agency communications, information assessment, media handling and joint media strategy

H

HUMANITARIAN ISSUES

What humanitarian assistance and human rights issues arise or may arise from this event and the response to it?

Requirement for humanitarian assistance, information sharing and disclosure, potential impacts on individuals' human rights

4. Activation

4.1. Declaration

Anyone can declare a major incident. The below method is essential in order to log that a major incident has been declared and the initial METHANE proforma with shared situational awareness has been disseminated.

Broadcast the following:

[Call sign to BX]

I am declaring a Major Incident.

My exact location is [insert].

Stand by for further METHANE information.

[BX to call sign]

I recognise this as a Major Incident.

I have created / updated a log [reference].

I am standing by for the METHANE detail.

4.2. FCR actions

When initial contact with FCR(L) or (B) is received and an individual has declared a major incident, the following action should be taken:

#	Detail	Who
1	Create a Control Works log OR update the description to include **MAJOR INCIDENT** if log already in place	Control Room staff
2	Ensure the M/ETHANE proforma is recorded on the log and time-stamped and that the M/ETHANE is then immediately disseminated to other responder agencies.	Control Room staff
3	Prompt for a M/ETHANE assessment if one has not already been given and talk the responder through the steps if required	Dispatcher
4	Remind initial responders of their role and responsibilities and assist in identifying an appropriate RVP and FCP if required	DFIM or FIM
5	Contact partner agencies using Sharer's Hailing Talkgroups or ESICTRL and advise that a major incident has been declared by BTP, and pass the METHANE message	Control Room staff / supervisor
6	Identify dedicated Airwave channels for the incident	Control Room Supervisor
7	Notify the Senior Duty Officer of the log so that the SDO can take initial tactical command at the earliest opportunity	Control Room Supervisor
8	Notify the relevant TOC / Network Rail / RAIB / ORR and prompt for immediate safety measures e.g. traction current power off and deployment of a RIO or NIRM	Control Room staff
9	Facilitate the deployment of initial responders, whilst considering H&S issues reported in the M/ETHANE assessment	Dispatcher
10	Assist in establishing a BTP Command Structure.	DFIM or FIM

4.3. Activation of plan

Activation of the Major Incident Response Plan will initially be triggered by the Senior Duty Officer (SDO). The SDO will be informed of any on-going or developing incident that may require activation of the MIRP by the Force Incident Manager (FIM). The SDO will be in initial tactical command of an incident until such time as an appropriately trained, suitably qualified, experienced and empowered commander is appointed by the Strategic Commander.

The SDO will make initial decisions on activating further elements of the command structure and ensuring resourcing for the incident, whilst maintain oversight of other incidents happening nationally to inform strategic priorities or considerations regarding resilience.

Activation of the plan will be formalised and recorded according to the below format, for the SDO to reflect on the ControlWorks log:

I have activated the Major Incident Response Plan in response to [incident] at [time] [date].

Activation of the Major Incident Response Plan should be communicated without delay to the following functions or departments within BTP:

- On-call Strategic Command Team Member (Chief Officer who will become initial Strategic Commander)
- On call Senior Officer (North or South Superintendent Rank)
- On-call Specialist Operations Commander
- On-call CID Senior Officer
- On-call Media
- On-call Police Search Advisor
- Force Resilience Manager for activation of an appropriate National Interagency Liaison Officer

4.4. Activation of other response functions

What	How activated	By who
Tactical Co-ordination Group	Through the Local Resilience Forum within which the incident has occurred	LRF secretariat
Strategic Co-ordination Group	Through the Local Resilience Forum within which the incident has occurred	LRF secretariat
Rail Accident Investigation Branch (RAIB) & Office of Rail and Road (ORR)	By notifying as per FCR processes	FCR staff
Network Rail Strategic Crisis Management Team	Through Network Rail National Emergency Plan structures	By Network Rail strategic commanders if they determine appropriate
Rail Incident Care Teams	Through Train Operating Company activation procedures	Affected TOCs

5. Command, Control & Coordination

5.1. Structure

BTP uses a three-tier command structure as set out by the College of Policing APP on Civil Emergencies³, as outlined below:

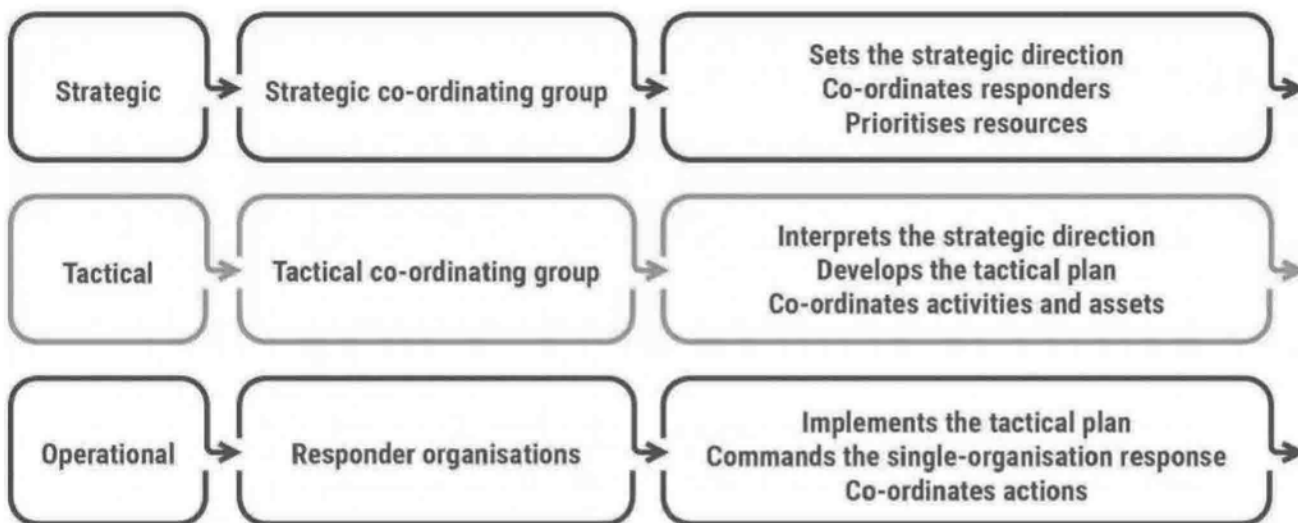


Figure 3: Tiered command structure⁴

5.1.1 BTP Command Phased Escalation Map (CPEM)

The BTP Command Phased Escalation Map (CPEM) clearly outlines the pathway of command escalation and is divided into three distinct phases, BAU, Escalated and Developed. It set out the stages and responsibilities for command escalation based on tipping points and highlights the pivotal role of the Senior Duty Officer (SDO) in taking tactical command in the escalated phase and activating the wider command team and on call support functions required for the Developed command phase. The escalation process will ensure clarity of command during a range of incidents including a Major Incident. A copy of the CPEM is included in this document at Appendix 4.

5.2. Overview of Commanders

The below is a guide to the command roles which may be needed in a Major Incident Response. This list is not intended to be exhaustive but may give an indication to commanders as to who will be involved, and at what level they will effect their duties.

5.2.1. On scene / Operational Commanders

Role	Appointed By	Role Description
First Officer on Scene	FCR Dispatcher	Declare Major Incident, pass METHANE message and keep FCR continually updated
Police Incident Commander (Operational Commander)	FIM as initial Tactical Commander	Carry out initial Operational Command of rescue activity on scene at a major incident, co-ordinating with Incident Commanders from the Ambulance Service and Fire and Rescue Service
Bronze Cordons	PIC	Maintain the access control log and co-ordinate the placement and integrity of the cordons around the scene of the incident
Bronze RVP / Incident Command Post Coordinator	PIC	Co-ordinate the security and maintain integrity of the Rendezvous Point and the Forward Command Post

5.2.2. Operational Commanders

Role	Appointed By	Role Description
Senior Investigating Officer (SIO)	Tactical Commander	Co-ordinate the investigation activity into the cause of the incident
Senior Identification Manager (SIM)	Tactical Commander	Co-ordinate the identification of any deceased persons and manage disaster victim identification (DVI)
Scene Evidence Recovery Manager (SERM)	Tactical Commander	Co-ordinate the recovery and management of evidence from the incident including personal property
Family Liaison Coordinator (FLC)	Tactical Commander	Co-ordinate the activity of Family Liaison Officers deployed in the incident
Bronze Community	Tactical Commander	Co-ordinate Community Impact Assessments and manage engagement with the local community where the incident occurred, in conjunction with the Home Office police force
Bronze Resilience	Tactical Commander	Co-ordinate Local Resilience Forum-related activity, the use of ResilienceDirect, and support with emergency procedures advice. Coordinate NILO response.
Bronze Media	Tactical Commander	Co-ordinate engagement with pool requests and media opportunities, ensuring BTP communicates with the public, affected persons, and its own staff effectively
Bronze Intel	Tactical Commander	Co-ordinate intelligence in relation to the incident
Bronze Stakeholders	Tactical Commander	Engage with rail industry and government stakeholders as necessary during the incident.
Bronze Finance	Tactical Commander	Ensure that expenditure in relation to the incident is managed and maintain the financial accountability of the strategic commander
Bronze Lessons (LXC)	Tactical Commander	Engage throughout the major incident to ensure that areas of good practice or necessary improvements are identified, logged, and that a full debriefing strategy is put in place

Bronze Resources	Tactical Commander	As the Force Resources Manager or an appointed representative, ensure that BTP can maintain sufficient BAU resources as well as servicing the resource needs of the major incident
Bronze Health and Safety	Tactical Commander	Carry out risk assessments relating to the incident response, scene or sites of significance. Ensure BTP officers are protected and that any breaches of Health & Safety are appropriately logged and managed
Bronze Welfare	Tactical Commander	Ensure the welfare needs of officers responding to the incident are met, including their feeding, rest, and access to
Bronze Communications	Tactical Commander	Ensuring that Force Control Room are able to maintain communications with the scene, gaining Airwave tactical advice or other physical mast support
Bronze Recovery	Tactical Commander	Promote activity which considers the resumption of the rail network and recovery from the incident
Bronze Search	PIC	Likely to be the on-call Police Search Advisor, co-ordinating activity relating to the searches at scene

Bronze Public Order	Tactical Commander	Accredited Public Order commanders
Bronze CT	Tactical Commander	Accredited Tactical Firearms Commanders
Bronze CBRN	Tactical Commander	Accredited CBRN commander
Bronze Crime	Tactical Commander	In addition to the SIO, supporting activity of CID
Bronze Legal	Tactical Commander	Considers the legal implications of the incident on BTP and works to ensure that BTP are on a sound legal footing throughout
Bronze Information	Tactical Commander	Oversees the information management processes during and post-incident to ensure all information is easily accessible.

5.2.3. Tactical

Role	Appointed By	Role Profile
FIM	FCR	Tactical-level incident manager for developing incidents until the SDO can take tactical command
SDO (Initial Tactical)	FCR	Initial tactical commander until the Strategic Commander can appoint a specific tactical commander for the incident.
Tactical Commander	Strategic Commander	Tactical level trained senior officer who has attended a Tactical JESIP Command course in the last three years

5.2.4. Strategic

Role	Appointed By	Role Profile
Initial Strategic Command	On-call SCT	Initial strategic-level incident manager
Strategic Commander	SCT decision	Strategic trained Chief Officer from Strategic Command Course (SCC) or Multi-Agency Gold Incident Command (MAGIC) courses within the last three years

5.3. Responders

A number of different responder roles will be needed to support the activity of the commanders. These are outlined below:

Role	Reports to:	Role Description
Response officers	Police incident commander	Carry out response duties, support early rescue activity and undertake
Family Liaison Officer(s)	FLC	Support bereaved families affected by the incident
DVI Recovery Team	DVI Team Leader and SIM	Carry out Disaster Victim Identification
Exhibits Officer(s)	SERM	Support the investigation strategy by appropriately recovering and exhibiting property
Crime Scene Examiners (SOCO)	SIO	Support the SIO by collecting and analysing evidence relating to the incident

5.4. Support functions

A number of roles exist outside of, but in support of, the formal command structure in 5.2, or working at a sub-Operational level reporting to an Operational Commander in the command structure of 5.2.

Detail regarding these roles can be found below:

Role	Reports to:	Role Description
Loggist	Each commander	Maintain an accurate auditable log of command decisions and their rationale
National Interagency Liaison Officer (NILO)	Tactical and/or Strategic Commanders	Liaise with NILO network, facilitate NILO-specific operations including [REDACTED] give advice on interoperability and emergency procedures
Tactical Advisor	Tactical Commander	For Public Order Public Safety (POPS), CBRN, Firearms, or Airwave tactical advice-giving
Risk Assessment Officer	Bronze Health and Safety	Risk can be generic, systemic or dynamic. Identify risk with potential to cause harm, who might be harmed and how. Develop control measures to eliminate or reduce risk.
Legal / Justice	Tactical Commander	Offer legal advice during the incident to the Tactical Commander to ensure actions taken are supported by legal powers
Information Management	Strategic Commander	Achieve the required standards to comply with legislation and the Management Police Information (MoPI) Code of Practice.
Analysis and Insight	Strategic Commander	Conduct analysis of the incident, including strategic horizon-scanning, produce reports for stakeholders
Staff Associations	Strategic Commander	BTP Federation, Transport Salaried Staffs Association and the Police Superintendents Association provide guidance and scrutiny on activity on behalf of their members

5.5. Control Rooms

From the outset, and during the initial hours of any major incident, the Force Control Room will be concerned with dealing with the incident itself. The FIM will decide on what dynamic control room arrangements need to be put into place to deal, including the establishment of [REDACTED]. As the response and rescue phase is concluded and the incident moves into the investigation phase, the Incident Command Post will deal with the day to day running of the incident so that the control room can return to business as usual activity.

5.6. Command resilience

Major Incidents can run for days, if not weeks, and changes in commander will need to be factored in. Commanders are responsible for considering their own personal resilience, including periods of leave, rest and recuperation. At the earliest opportunity, deputies should be appointed and involved so that they are able to pick up command responsibilities seamlessly.

6. Response Structures

6.1. Strategic Co-ordination chairing and representation

There is likely to be a discussion between BTP Strategic Commander and the Home Office police force Strategic Commander as to who is best placed to chair the SCG in the initial stages of an incident. Where the major incident involves the railways, or has a knock on effect for the railway industry, BTP should chair the SCG. The BTP Strategic Commander should attend the SCG, however if this is not possible then it will be acceptable for an appropriate Strategic representative to carry this out on their behalf. Most SCGs and TCGs can be facilitated remotely, utilising conferencing software such as Microsoft Teams, so having no strategic commanders based in the region an incident occurs in is no barrier to engagement at the SCG level and with fellow strategic commanders from responding agencies.

6.2. Strategic Co-ordination Group

The SCG will be established by the lead co-ordinating authority in the local area within which the area falls (Local Resilience Forum boundaries largely mirror Home Office Police Force boundaries around the UK). This will usually be the responsibility of the local Home Office police force. BTP is not required to host the SCG; Home Office police forces have well-established plans to activate their Strategic Co-ordination Centres (SCCs).

6.2.1. SCG Role

To take overall responsibility for the multi-agency management of an incident and establish a framework. Its guiding objectives are:

- Protect and preserve life
- Contain the incident; mitigate and minimise its impacts; maintain critical infrastructure and essential services
- Create conditions for recovery; promote restoration and improvement activity in the aftermath of an incident to return to the new normality

6.2.2. SCG Responsibilities

The SCG will:

- Determine and share clear strategic aims and objectives and review them regularly;
- Establish a policy framework for the overall management of the event or situation;
- Prioritise the requirements of the tactical level and allocate personnel and resources accordingly;
- Formulate and implement media handling and public communication plans, potentially delegating this to one responder agency;
- Direct planning and operations beyond the immediate response to manage the recovery process; and
- Establish and manage any sub-groups required to assess or manage issues

6.3. Strategy

A working strategy may start to be developed as information and intelligence is received, by organisations using the Joint Decision Model to formulate a working strategy for their response to the major incident. Once appointed, the strategic commander takes overall responsibility for the strategy, its assessment, review and delivery based on any new and emerging information. This will include ratification of the working strategy to facilitate activity at the scene of the major incident, and implementation of any new strategic aims and objectives as per 6.4 and our internal strategy.

6.4. Multi-Agency Working Strategy Template

TOPIC		NOTES
AIM	These should be general statements concerning the overall goals, ends or intentions	What is your aim?
OBJECTIVES	These are the specific, individual stages that commanders must achieve on the way to achieve their goals	What are your objectives?
In determining the strategy consideration should be given to the end-state, the ways and the means: - The desired end-state - The general ways in which this should be achieved - The means required to bring it about		End-state
		Ways
		Means
DISCUSS AND AGREE THE AIM:		
- State the overall purpose. - Does the aim state a singular overall condition to be achieved? - Is the aim realistic? - Is the aim clear, concise and memorable?		
DISCUSS AND AGREE THE OBJECTIVES		
- Do they take account of the common objectives for responders? - Do the objectives identify further actions? - Do the objectives set clear priorities? - The objectives should be focussed, not an exhaustive list of wishes		
Common objectives for responders that should be considered when devising the response strategy:		
Saving and protecting human life		
Relieving suffering		
Containing the emergency– limiting escalation and impacts		
Providing the public and businesses with warnings & advice		
Protecting the health and safety of responding personnel		
Safeguarding the environment		
As far as reasonably practicable, protecting property		
Maintaining or restoring critical activities		
Maintaining normal services at an appropriate level		
Promoting and facilitating self-help in affected communities		
Facilitating investigations and inquiries		
Facilitating recovery of the community		
Evaluating the response and recovery effort		
Identifying and taking action to implement lessons identified		

6.5. Tactical Co-ordination

All the emergency services will appoint Tactical Commanders for their own organisations. Many of the responding agencies will send their Tactical Commanders to a pre-arranged Tactical Coordination Centre (e.g. FRS, ambulance service), at an agreed location near the scene and this is frequently at the local police or fire station. The BTP Tactical Commander may be in a position to chair the TCG, however this is dependent on the individual circumstances of the incident.

6.6. Tactical Co-ordination Group

The TCG should be formed as soon as practicable, to ensure a co-ordinated approach to the incident. The TCG should meet as frequently as the circumstances demand. In the early stages of an incident this is likely to be frequently; as the incident moves on through its phases, the meetings will become less frequent.

6.6.1. TCG role

The role of the TCG is to work between the layers of strategic and operational command and have the responsibility of interpreting strategic decisions and developing and coordinating the tactical plan to pass to operational commanders.

6.7. TCG responsibilities

The TCG will carry out activity to:

- Protect life, property and the environment
- Determine the merits of activating the strategic level of coordination
- Establish shared situational awareness between responder agencies
- Provide accurate and timely information for strategic command
- Provide clear and timely instructions and commands for the operational command
- Provide accurate and timely information for media and social media output

The group must ensure that updates are available for the SCG therefore a battle rhythm for updates and meetings must be established early to ensure effective two-way communication to support the effective response.

7. Scene Management

7.1. Incident Scene Plan

No two incident scenes will look the same. Attempts to enforce a rigid set of constraining cordons in a city centre, for example, will be less successful than in a rural area where space can be clearly demarcated.

However, all incident scenes can be managed using the below plan as a guide:

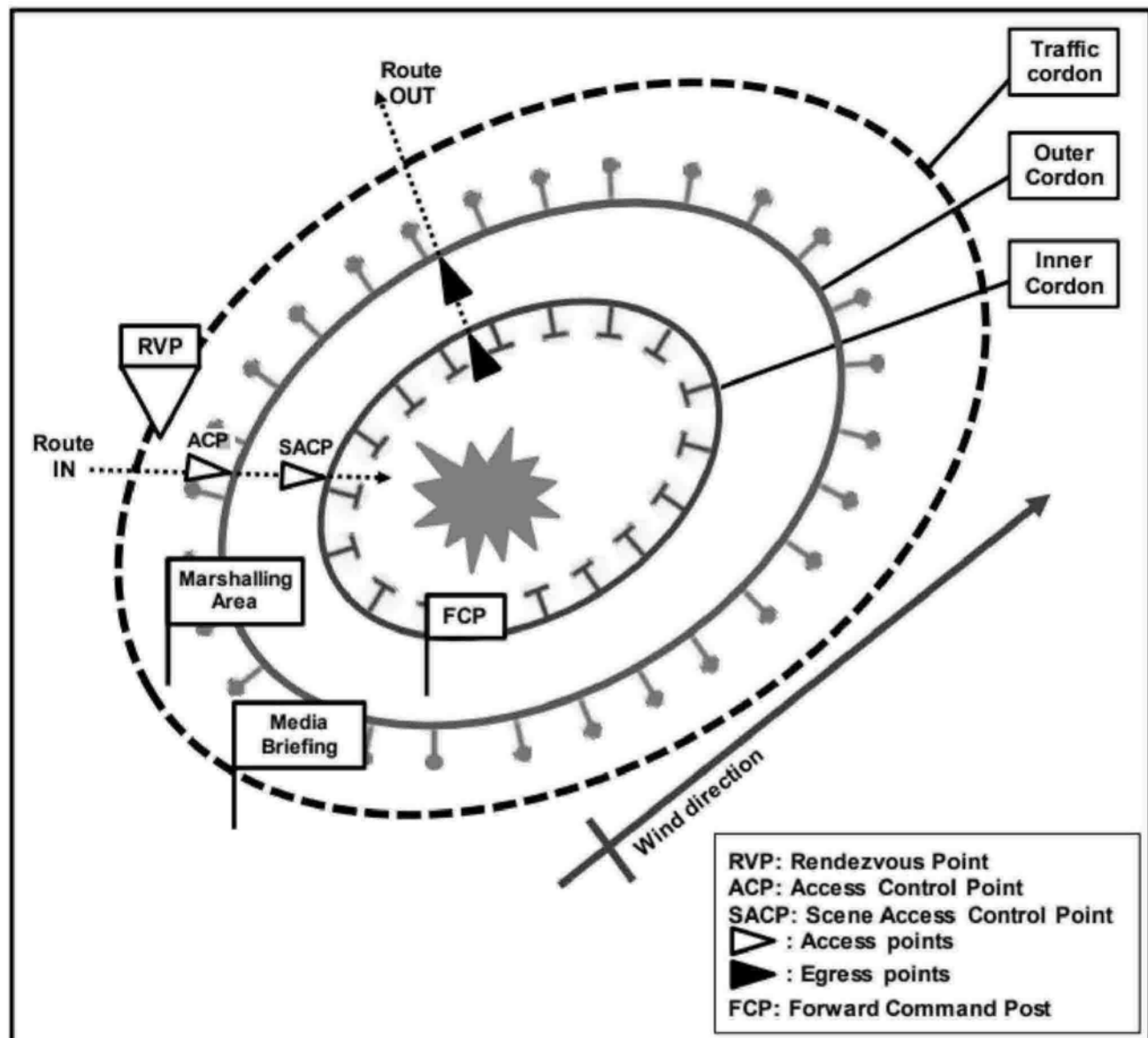


Figure 4: Incident scene plan

7.2. Scene management advice

The initial response to a major incident will likely involve a large number of Police, Ambulance, and Fire and Rescue Service vehicles arriving at the site. This will need to be managed carefully to ensure egress is maintained for the Ambulance Service. BTP Officers staffing the inner and/or outer cordons should be reminded to check identification and ensure the integrity of the scene.

Learning from previous major incidents experienced by BTP gives us corporate memory that the first night following the incident allows us an invaluable opportunity to reorganise the site, clearly designating areas for responders to be briefed, to wash, rest, or eat; as well as co-ordinate parking and access arrangements.

7.3. Sites of significance

The following locations have been identified as significant and to be considered in the event of a Major Incident:

Site	Meaning	Considerations
RVP	Rendezvous Point, where all emergency responders co-locate before moving forwards through the cordons to a Forward Command Post	• Large Area • Hardstanding • Good lighting • Accessible for LGV's May be more than one RVP depending on incident
ACP/SACP	Access Control Point / Scene Access Control Point	Ideally one entry point and a separate exit point per cordon to be maintained with a log
FCP	Forward Command Post, overseen by the Incident Command Post Co-ordinator	• Focal point for the incident • Enables all multi-agency commanders to liaise effectively on scene In initial stages the first Police Vehicle on scene may be the FCP – to be identified as being the vehicle with blue lights on.
Marshalling Area	Area suitable for large number of vehicles to be held in reserve	Consider search of area before establishment • Resources on standby but not required on scene to be held here • Brief/Debrief Areas • Rest/Welfare areas for responders
Media Briefing Area	Designated area for members of the press, managed by Bronze Media or officer allocated by Police Incident Commander	• View of the scene but not rescue activity / fatalities if visible in situ • Access for large broadcast vehicles
Inner Cordon	BTP are responsible for the inner cordon. The Fire and Rescue Service may have joint responsibility during rescue phase	• Maintain cordon log • Record handovers in log and on Control Works
Outer Cordon	The Home Office Police Force is likely to oversee Access Control Points on the outer cordon as it extends off railway jurisdiction	• Extent decided by Tactical Commander in conjunction with Home Office Force
Traffic Cordon	Further out than the outer cordon, facilitating the movement or diversion of traffic	Home Office Force will retain responsibility for traffic management

8. Health, Safety, Welfare and Wellbeing

8.1. Health and Safety at Major Incident scenes

The role of Bronze Health and Safety is integral to ensuring the safety of BTP and our fellow emergency services responders. More detail on the Health, Safety, Welfare and Wellbeing support to major incident response can be found in the Guide to Managing Major Incidents (2021), the supporting doctrine of this document.

- Health and Safety would deploy to the scene – possibility of being on-call.
- Health and Safety response plan will be formulated through the stabilisation and recovery phase and provided to the silver commander.
- On scene – Health & Safety will liaise with other agencies around H&S considerations during the incident.
- Health and Safety considerations for first line responders – first aid equipment / triage?
- Who has primacy for H&S on site – handover procedures.
- Dynamic Risk Assessment activity for safety of staff? Joint understanding of risk needs to be logged and flagged up on CW for the attention of BTP H&S for remote advice. Hazard section of the METHANE needs to be developed. Need for a supervisor to articulate hazards in a useful way – checklist from H&S to insert into MIRP.

8.2. Major Incident corporate support arrangements

The following links will provide access to corporate support arrangements for staff deployed to a major incident.

Welfare need	Support provided	Contact
Hotels	Booking utilising Crown Commercial [REDACTED]	[REDACTED]
Car hire	Enterprise	[REDACTED]
Uniform	National Uniform Management Service	[REDACTED]

8.3. Welfare Considerations

In a major incident, considering the needs of our responding staff and officers is essential. The below is a table of welfare options to be considered by the Tactical Commander:

- Mental health & Psychological Risk Management support for all staff deployed to the incident.
- Accommodation for staff deployed to the incident across multiple dates.
- Food and refreshment provision for deployed officers.
- Adequate and timely provision of necessary technical or other policing equipment to the incident site.
- Ensuring there is resilience for key roles deployed to the incident and that initial responders can be relieved from duty as the incident progresses.

9. Decision Logging

9.1. Recording Decisions

All decisions, including the rationale behind them and action to be taken, should be recorded in an appropriate format. If decisions and relevant supporting information are not recorded in an appropriate way, it is difficult to prove and justify actions that have been taken. Legal cases are often focused on the recording of information, especially key decisions. Contemporaneous notes, such as those made at scene or in the early stages of an incident, should be written up within 24 hours to ensure accuracy.

As an absolute minimum, decision logs should contain the:

- Decision – what decision has been made?
- Rationale – what is the rationale behind this decision, including consideration of other options?
- Action – what action is required to implement the decision, by whom and by when?
- Date and time – the decision was made

Remember the NO ELBOWS principle when recording decisions in writing

- No Erasures
- No Leaves Torn Out
- No Blank Spaces
- No Overwriting
- No Writing between lines
- Statements should be in Direct Speech

9.2. CLIO

Once a Major Incident is declared a Major Incident CLIO log should be created using the 'Start New Operation' tab within CLIO and selecting the Major Incident tile. This will generate a Major Incident log. The log should be utilised by the nominated Tactical Commander for key decision making and supporting rationale as soon as is reasonable practicable. The CLIO log will remain in place for the duration of the Major Incident and post incident management/investigation. It will provide an auditable record of decision making. It does not replace Control Works which remains the current command and control system for transactional dispatch and tasking during a Major Incident.

10. De-escalation and stand-down

10.1. Site clearance

Once an incident has moved through the rescue and investigation phases, it will be important to clear the site in order to facilitate the return to normality of the area and the rail network. The below checklist can assist in formulating a site clearance plan:

What	Detail
Crime Scene clearance	Removal of all consumables and markings
Removal of property	Retrieval and booking in of all property associated with those impacted by the incident
Assessment of structural safety	In conjunction with accredited structural engineers
Removal of response equipment	Any equipment used by response personnel
Removal of rolling stock	Network Rail to facilitate
Removal of cordons	With agreement between Operational Commanders
Security	To be maintained until returned to normal working
Formal release to rail network	With agreement between Operational Commanders

10.2. Recovery

The recovery process usually begins during the response phase. This is so for the longer-term recovery and to inform the SCG to ensure decisions made by the SCG are compatible with the recovery strategy.

10.3. Move to Recovery Co-ordinating Group

The recovery management phase is usually activated by the chair of the SCG. During the response phase the recovery group will be a sub- group of the SCG. At a suitable phase the responsibility for multi- agency coordination will transfer from the SCG to the Recovery Coordination Group (RCG). Transfer of responsibility is a formal process and should be documented.

The RCG chair is usually a local authority chief executive and their initial tasks for the RCG will be:

- Agree the recovery strategy
- Advise the SCG on matters relating to recovery
- Undertake an impact assessment
- Develop a recovery action plan
- Coordinate activity with other SCG sub-groups as required (e.g. Humanitarian Assistance Steering Group)

10.4. Multi Agency Recovery Strategy Template**MULTI AGENCY RECOVERY STRATEGY TEMPLATE**

AIM / OBJECTIVES / TARGETS		NOTES
STRATEGIC AIM		
To support the community and businesses in their return to normality		
STRATEGIC OBJECTIVES		
Create a comprehensive overview of incident impacts by carrying out impact assessments for: • Health & Welfare • Infrastructure & Environment • Business & Economy • Community		
Determine possible funding streams and provide funding to impacted communities		
Establish effective communication links with communities and ensure the community is fully involved the recovery process		
Develop a concise and realistic recovery action plan that can be quickly implemented and, involves the right organisations and fits the needs of the community		
Ensure all organisations work closely with the community and those directly affected, including monitoring and protection of public health		
Reinstate the built environment		
Coordinate the environmental protection and recovery issues		
Establish a pro-active and integrated framework of support to businesses and others in the financial and commercial implications of the emergency.		
Coordinate information and media management of the recovery process with an adequate communication strategy		
Determine if there are opportunities to enhance the resilience of the area: • Physical • Social		
Reduce the risk of a similar incident happening again		
TARGETS		
Utilities are fully functional		
Transport infrastructure is running normally		
Local businesses are trading normally		
Residential issues are fully resolved		

10.5. Stand-Down

The stand down process is critical and should be managed to ensure that there are no business continuity issues which arise because of the incident. There are several other considerations to manage through the stand down process, detailed in this section.

10.6. Information retention and governance

Periodically throughout the major incident, and immediately following the stand-down, it is required that governance is put in place with regards to the information documented or utilised during the major incident, for the purposes of facilitating any coronial process or future Inquiry, co-ordination in accordance with the Managing of Police Information. This process can be implemented with the inclusion of a Bronze Governance in the command structure from the information management department.

Who	What
Loggists	Liaise with commander to sign off all logs
Strategic and tactical support	Collect all hard copy log books
Strategic and tactical support	Collate all Strategic and Tactical Group meeting minutes
Strategic support	Record what version plans / policies were utilise, and archive hard / soft copies
CLIO Users	Download / Provide a copy of CLIO Logs

10.7. Debriefing

Debriefing is essential to the integrated emergency management cycle, and provides the method by which areas for improvement or of good practice can be identified and escalated to the relevant appropriate governing bodies. It is important to hold prompt structured debriefs to accurately and effectively capture feedback around the incident response, plans, processes, procedures, and any other areas of concern.

10.7.1. Hot debriefs

Hot debriefs conducted at the end of the shift should be recorded either utilising Body Worn Video or logged by an appointed individual in order to be retained for the purposes of supporting an eventual structured debrief.

10.7.2. TRIM debriefs

TRiM debriefs are different to hot or structured debriefs and should be carried out by an accredited TRiM Manager or Practitioner, under the governance of Bronze TRiM as part of the debrief processes depending on the nature of the incident.

10.7.3. Lessons Exploitation Centre

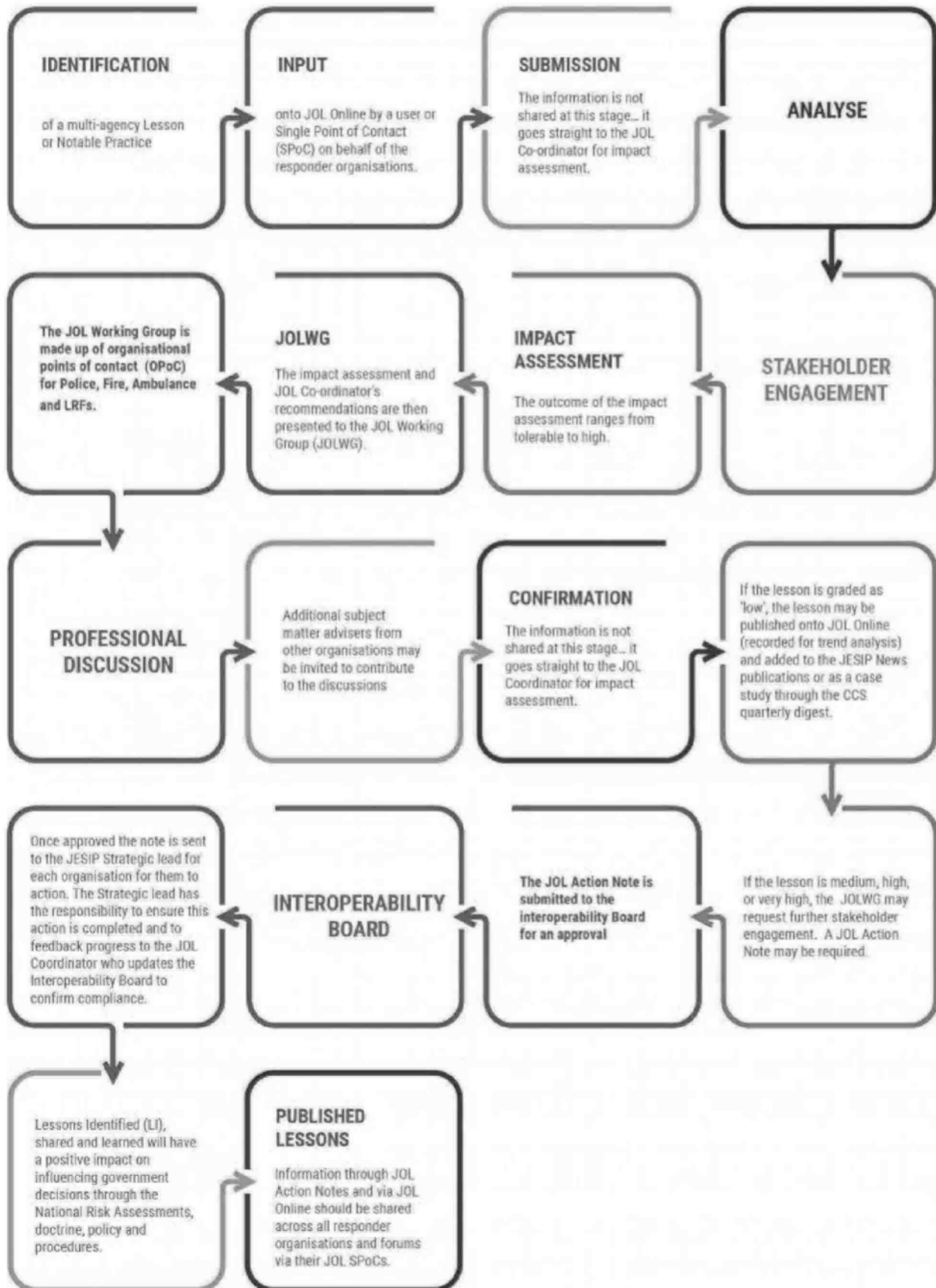
The Lessons Exploitation Centre (LXC) holds responsibility for the debriefing process. All debrief reports should be emailed to the LXC mailbox in the interim. A structured debrief will be carried out by the LXC team post incident.

10.7.4. LRF Structured Debriefs

The Local Resilience Forum of the area that the incident takes place in may convene a multi-agency debrief, which BTP should attend. It would be beneficial to joint organisational learning if the BTP internal structured debrief takes place before the multi-agency version, in order to facilitate appropriate sharing of learning identified.

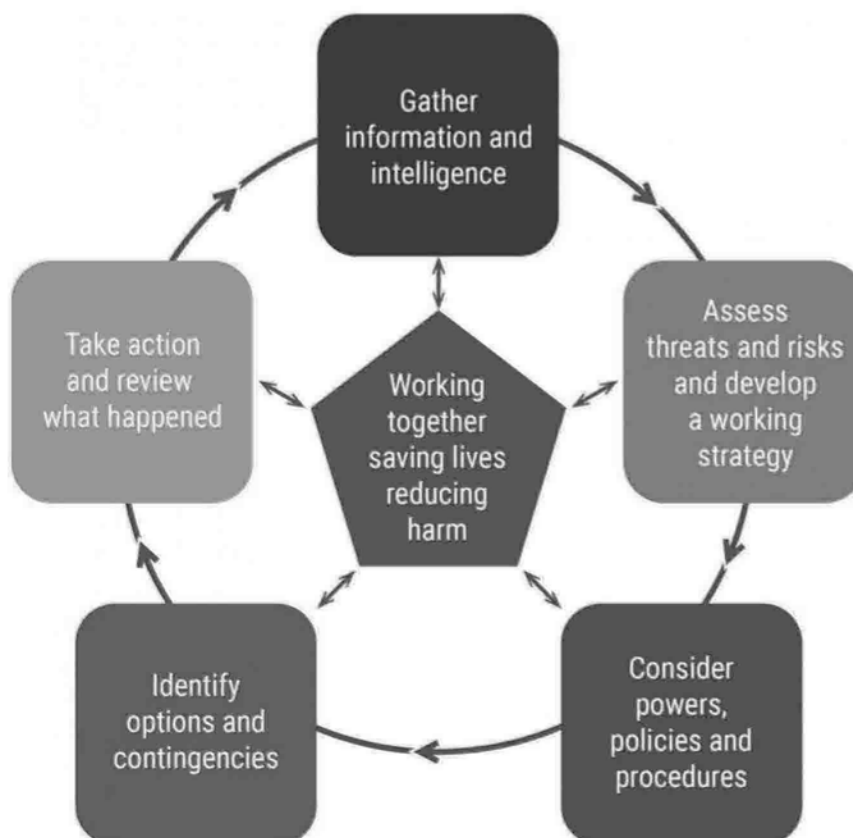
10.8. Joint Organisational Learning

JESIP manage the Joint Organisational Learning process, as displayed below:



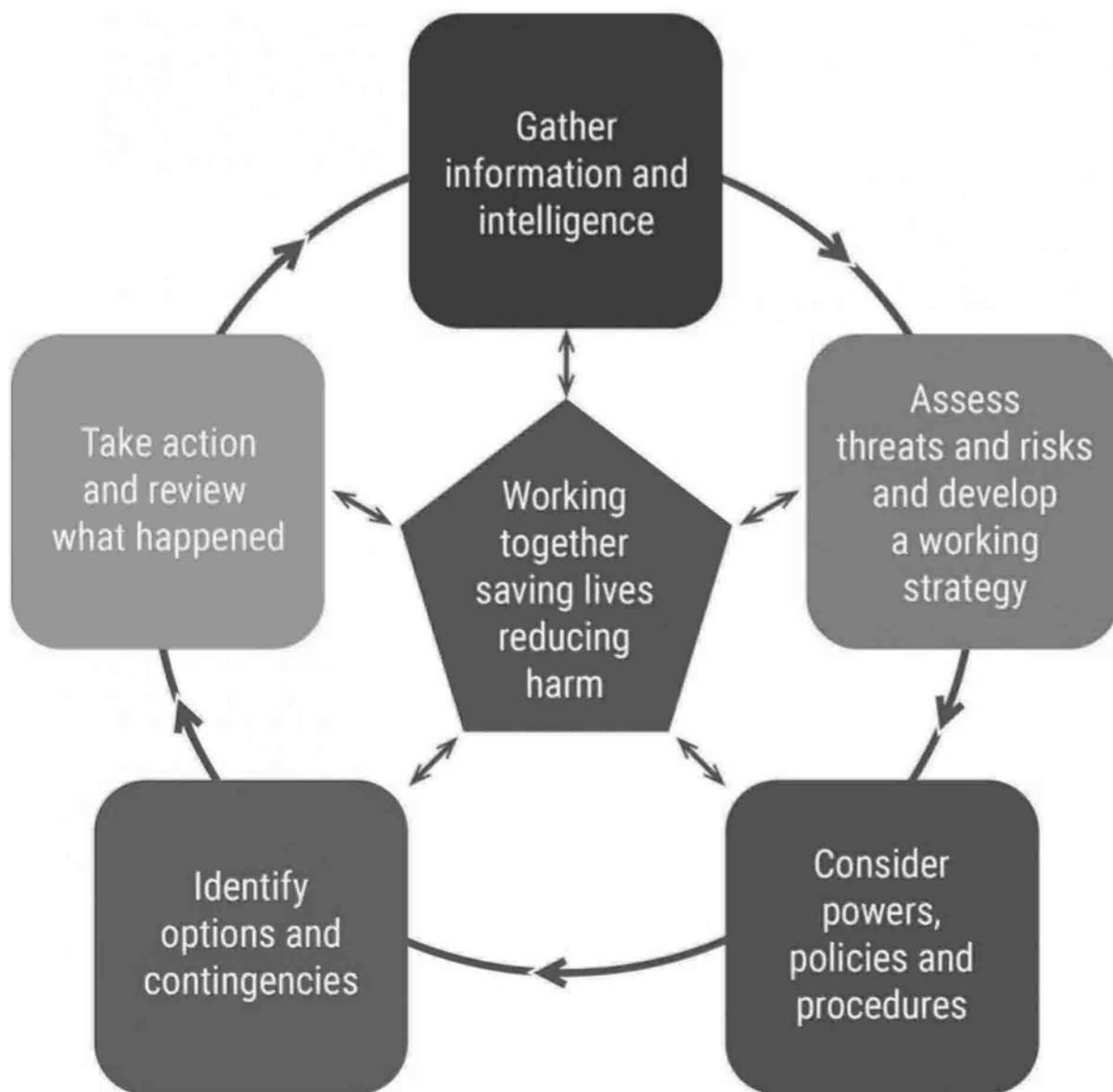
11. Appendix 1: Standing Agenda – Strategic Co-ordination

Item	What	Who
1	Urgent business for attention of chair	
2	Introductions, apologies and roles	
3	Actions from previous meeting – for updates	
4	SITREP	
5	Strategy review	
6	Powers, policies and procedures	
7	Options and contingencies	
8	Short term action plan	
9	Medium / long term considerations	
10	Key messages and communications	
11	Review actions and activity of the group	
12	Recovery activity and stand-down	
13	AOB	
14	Date and time of next meeting	



12. Appendix 2: Standing Agenda – Tactical Coordination

Item	What	Who
1	Urgent business for attention of chair	
2	Introductions, apologies and roles	
3	Actions from previous meeting – for updates	
4	SITREP (METHANE)	
5	Agency updates	
6	Horizon scan	
7	Response plan – to be agreed	
8	Communications issues	
9	AOB	



13. Appendix 3: Action Cards for command roles

ACTION CARD – FIRST OFFICER ON SCENE

Role Summary	To assess the incident and provide immediate information to FCR		
Reports to	FIM until appointment of a Tactical Commander		
Action	Y	N	If "N" brief explanation of why not
Protect life, property and the environment			
Pass a METHANE message to FCR			
Establish RVP & FCP			
Start a Scene Log			
Establish Cordon – ensuring ID is checked to ensure the integrity of the scene			
Liaise with Multi-agency commanders			
Record activity using BWV			
Update METHANE as incident progresses			

Signed		Print Name	
Police No		Date	

ACTION CARD – POLICE INCIDENT COMMANDER

Role Summary	To manage the “At Scene” arrangements on behalf of the Tactical Commander		
Reports to	Tactical Commander		
Action	Y	N	If “N” brief explanation of why not
Protect life, property and the environment			
Log all decision-making			
Establish Command and Control			
Co-locate with other emergency services at the scene			
Provide updated M/ETHANE reports as needed			
Attend joint emergency services meetings (see agenda)			
Direct the activity of responders			
Consider the preservation of evidence and put in place interim evidence control measures			
Carry out a briefing at the earliest opportunity and at regular intervals subsequently			

Signed		Print Name	
Police No		Date	

ACTION CARD – SENIOR DUTY OFFICER

Role Summary	To provide initial oversight for a major incident during the “golden hour” while the BTP Command Structure is being established		
Reports to	Force On-Call Senior		
Action	Y	N	If “N” brief explanation of why not
Assume initial tactical command of the incident until the tactical commander is appointed and able to take command			
Activate the Major Incident Response Plan and ensure this is recorded on the incident log			
Log all initial decisions, including the initial JESIP working strategy – use a loggist if available			
Ensure appropriate response and resources are deployed to the incident			
Invoke on call procedures, informing on call senior commanders about the incident and assisting in the establishment of a command structure			
Phased escalation process - detail			
Activate support functions for the incident including NILO / H&S / Media etc if not already called out by FIM			
Oversight of the major incident log ensuring M/ETHANE and key decisions are recorded and disseminated			
Ensure cross divisional resources are deployed appropriately to support both the incident and business as usual			

Signed		Print Name	
Police No		Date	

ACTION CARD – TACTICAL COMMANDER

Role Summary	To formulate the tactics to be adopted by the Operational Incident Command to achieve the strategy set by the Strategic Commander.		
Reports to	Strategic Commander		
Action	Y	N	If "N" brief explanation of why not
Appoint a loggist to record all decisions / rationales			
Establish Command and Control			
Create working strategy until Strategic Commander appointed			
Appoint operational incident commander + functional bronzes			
Develop tactical plan to deliver strategic aims. Amend as appropriate.			
Communicate plan to Strategic and Operational commanders			
Attend TCG meetings (in person if possible)			
Appoint media liaison officer via Corporate Comms			
Assess resource requirements and			
Deploy resources			

Signed		Print Name	
Police No		Date	

ACTION CARD – STRATEGIC COMMANDER

Role Summary	To formulate the strategy of British Transport Police's role in the incident.		
Reports to	COBR (if activated) UK Government		
Action	Y	N	If "N" brief explanation of why not
Log all decision making – appoint a loggist.			
Assume overall command of incident			
Develop strategy and communicate to tactical commander			
Review and sign off tactical plan			
Agree media strategy via Corporate Commas			
Liaise with strategic rail and emergency responder partners			
Attend SCG meetings (in person if possible)			
Appraise COG as necessary			
Ensure financial controls are in place			
Commission a community impact assessment			
Consider resilience and wider business continuity arrangements			
Ensure appropriate health, safety and wellbeing arrangements in place			
Ensure recovery process starts early and consider setting up a recovery coordination group.			

Signed		Print Name	
Police No		Date	

14.Appendix 4: BTP Command Phased Escalation Map

BRITISH TRANSPORT POLICE COMMAND PHASED ESCALATION MAP