



Incident Management Plan

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Prepare • Respond • Recover
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Distribution

Role

- Communications and Marketing Team
- Council Leadership Team
- Incident Managers
- Local Authority Liaison Officers
- Resilience and Events Team
- Resilience Co-ordinators

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1. Introduction

As per Fife Council's Resilience Policy and Framework, Fife Council's Incident Management Plan forms part of Fife Council's Resilience Arrangements.

Fife Council's Resilience Arrangements are composed of the following:

- Incident Management Plan, which can be activated in response to any incident that is impacting, or has the potential to impact upon, Fife's communities
- Incident specific resilience plans, which can be activated as required to support the response

The term 'incident' is used throughout to refer to both civil emergencies or business continuity disruptions, whether these occur with no notice or are potential future events.

The term 'Incident Management' encapsulates the effort to co-ordinate activities both in the initial response phase of an incident, and in the longer-term recovery phase.

1.1. Aim

This Plan outlines the arrangements Fife Council will activate to co-ordinate a Council response to an incident impacting on Fife's communities.

1.2. Objectives

Fife Council's Incident Management Plan outlines the:

- Activation, standdown, and debriefing procedures
- Objectives and membership of an Incident Management Team
- Key incident management roles and responsibilities of Fife Council employees
- Resources available to support an Incident Management Team

1.3. Scope

Within scope of this Plan:

- The generic incident management arrangements that will be activated in response to an incident to ensure a co-ordinated Council response, both during and out with office hours.
- Flexible and adaptable arrangements that ensure that the response to and recovery from any incident is proportionate to its scale and impacts (experienced or forecast).
- These arrangements apply to all Council Directorates, including Council Services within the Health and Social Care Partnership.

Out with the scope of this Plan:

- Details of Fife Council's overall resilience responsibilities including that of all employees, and management structure, are included within Fife Council's Resilience Policy and Framework.
- The operational response arrangements that will be activated by Council Services in response to an incident. These are the responsibility of, and held by, the Services.
- The operational response arrangements that will be activated by Services within the Fife Health and Social Care Partnership. These can be found in the Fife Health and Social Care Partnership Resilience Policy and Strategy. However, both sets of arrangements will complement each other.
- Multi-agency incident management arrangements, which are detailed within the relevant Resilience Partnership Plans.

1.4. Planning Assumptions

The following assumptions are made and acknowledged:

- Fife Council has appropriate structures in place (as detailed within Fife Council's Resilience Policy and Framework) both during and out with office hours to carry out its responsibilities in responding to and recovering from any incident which impacts on Fife's communities.
- This plan supports the wider multi-agency incident response, if activated.
- Identified council employees and, where appropriate, elected members will attend training and exercises (para. 1.6) to ensure that they understand their role in response to and recovery from an incident.
- Fife Council Services have in place appropriate and up to date business continuity plans and operational response arrangements that can be activated to support the response to an incident.

1.5. Associated Plans and Arrangements

- Cyber Incident Response Plan
- Fife External Emergency Plan
- Fife LRP Recovery Framework
- Fuel Shortage Plan
- Human Communicable Disease Plan
- Notifiable Animal Disease Plan
- Pollution Contingency Plan
- Resilience Policy and Framework
- Severe Weather Plan

1.6. Training and Exercising

Training, exercising and briefing will be provided for Council employees and elected members with a key role in Fife Council's incident management.

This will be provided through Fife Council's Resilience Training Programme, both internally and externally, as detailed in Fife Council's Resilience Policy and Framework.

1.7. Monitoring, Evaluation and Review

This plan will be reviewed by the Resilience and Events Team as part of a formal three-year review schedule.

Amendments may also be made as required to incorporate lessons identified from incidents, training, and exercising.

1.8. Responsibility

Fife Council's Chief Executive is responsible for Fife Council's Incident Management Plan.

2. Incident Management Arrangements

2.1. Notification and Activation

Any Council Service or employee may become aware of an incident. This may be via external notification (e.g. from external partners such as Police Scotland or a member of the community) or through experiencing impacts first hand (e.g. loss of communications).

Where the response to an incident requires input from more than one Service and/or Directorate, this should be escalated to the Duty Emergency Resilience Officer (DERO).

The DERO will activate this plan in conjunction with:

- Appropriate Incident Manager
- Duty Executive Director, where required

Note that the Duty Executive Director should be made aware of any activation of this Plan.

This plan is likely to be activated in conjunction with Fife Council's incident specific resilience arrangements as required (see section 1.5 for details).

2.2. Council Incident Management Team

The activation of this plan will involve the establishment of an Incident Management Team (IMT).

An IMT will consist of representatives from those Services / Directorates within Fife Council that are impacted by, and/or have a role in the response to, the incident. It is up to the impacted Directorate / Service(s) to nominate the appropriate representative(s) to attend the IMT. Section 2.3 lists those who are expected to be part of the IMT, and their role.

Any IMT will be chaired by an Incident Manager (see section 2.3 for details). The IM appointed will be from the lead Service for the incident and appropriate to the level of the incident and its impacts (e.g. Service Manager or Duty Executive Director). This role can be delegated and escalated as required.

2.2.1 IMT Objectives

The IMT will have the following generic objectives:

- Continually assess and mitigate the impact of an incident on Fife's communities, environment, economy and infrastructure
- Ensure the continued delivery of critical services during any incident
- Provide support to emergency response partners (including sharing information as needed and appropriate)

- Ensure those affected by the incident, including staff, receive effective and co-ordinated care and support across required timescales
- Ensure recovery (see section 2.4) is considered and promoted throughout the incident response, establishing Local Community Support Team(s) as required
- Ensure the needs identified by any Community Impact Assessment are managed
- Consider the need to activate related resilience arrangements (see section 1.5 for details)
- Co-ordinate internal and public communication messages to ensure effective warning and informing by providing relevant information and advice to Fife communities
- Consider engagement with Community Groups across Fife as part of the incident response.
- Consider if support from the Voluntary Sector is required to support an incident response, requesting this as required.
- Support any established resilience partnership by liaising, supporting, and sharing information with multi-agency partners
- Provide regular situation reports to Council Executive Team (CET), multi-agency partners, Scottish Government Resilience Room (SGoRR) and other stakeholders, as required
- Ensure all costs associated with the incident response are captured
- Ensure a log of all decisions and actions is maintained in a format that is accessible to all relevant employees/IMT members
- Consider and ensure the sustainability of IMT for longer term incidents
- Stand down the Council response
- Debrief the incident to capture lessons identified and areas of good practice, making recommendations as required for the improvement of Fife Council's resilience arrangements
- Protect the reputation of Fife Council

2.2.2 Key Incident Management Roles and Responsibilities

A range of employees across the Council have a key role to play in the delivery of an effective incident response through their membership of, or in supporting, an IMT.

Whether the roles below are all activated, and/or brought together in a formal IMT, will be dependent on the characteristics and scale of the incident and its impacts (experienced or forecasted).

Incident Manager

The Incident Manager is responsible for co-ordinating the Council's response to and recovery from any incident where an IMT is formed, escalating this as required.

During an incident they should:

- Work with the Resilience and Events Team, and Resilience Coordinators
- Chair the IMT and consider any internal sub-groups required (e.g. staffing, financial)

- Ensure development and implementation of any recovery strategy
- Maintain a log of all tasks and decisions taken during an incident
- Ensure the membership of the IMT is appropriate to the incident
- Agree a communications strategy, including briefings to key stakeholders, and approve the content of both internal and external communication messages
- Participate in any Resilience Partnership meetings, where appropriate
- Participate in internal and multi-agency debriefs connected to the incident, as appropriate

It is recommended that Incident Managers are an appropriate level of staff who can make decisions on behalf of their Service/Directorate/Council. A number of staff have been pre-identified for this role and have received relevant training.

Duty Executive Directors

Executive Directors, including the Chief Executive, share a formal monthly duty rota and act as an initial point of contact for the Duty Emergency Resilience Officer in response to an incident with significant impacts.

Key tasks include:

- Discuss and agree appropriate response actions with the Duty Emergency Resilience Officer
- Identify need for an Incident Management Team, as appropriate
- Identify appropriate Incident Manager
- Act as Incident Manager (see above for details), as appropriate
- Maintain a log of tasks and decisions taken

Heads of Service / Critical Activity Owner

The Heads of Service / Critical Activity Owner (inclusive of Fife Council Services within the H&SCP) have overall responsibility for co-ordinating the operational response for their Service area to any incident.

Key tasks include:

- Ensure 'Critical Services' are maintained
- Participate in an IMT, provide Service specific support and advice (e.g. legal, data protection, HR, finance), provide an accurate and up to date list of critical activities, and report any issues.
- Initiate an operational response to any requests for assistance from the Incident Manager or Duty Emergency Resilience Officer, both during and out with office hours
- Represent Fife Council on multi-agency groups, as required
- Ensure employees and stakeholders are fully informed, as appropriate
- Ensure staff welfare is supported throughout and following an incident response
- Participate in debriefs connected to the incident, as appropriate

- Maintain a log of tasks and decisions taken

Resilience and Events Team

The Duty Emergency Resilience Officer (DERO) is responsible for providing advice, assistance, and support to any incident response. The DERO may also act as an Incident Manager, escalating this as required.

Key tasks include:

- Assess and review incident impacts and the response activity required
- Contact key Council employees to respond to an incident and co-ordinate the Council response, both during and out of office hours
- Discuss activation of appropriate resilience arrangements with an Incident Manager, as necessary
- Consider the need to notify the Duty Executive Director, as required
- Activate Local Authority Liaison Officer, as required
- Deploy Emergency Centre Response Team Volunteers, as required
- Activate Resilience Coordinators to ensure the Council's Business Continuity and assess impact on the Council's services
- Provide resilience advice to the Incident Manager, as required
- Liaise with multi-agency partners, voluntary organisations and local community resilience groups, requesting additional support for the incident response as necessary
- Participate in an IMT, provide resilience advice, and act as a link between the Council and multi-agency response, as appropriate
- Participate in debriefs connected to the incident, as appropriate
- Ensure lessons identified from debriefing are factored into resilience arrangements
- Maintain a log of all tasks and decisions taken

Resilience Co-ordinators (previously known as Directorate Business Continuity Leads)

The Resilience Co-ordinators support senior management in the co-ordination of the response to and recovery from an incident and/or business continuity disruption affecting their Directorate/Service

Key tasks include:

- Act as a point of contact for the Resilience and Events Team, including out of hours
- Collate and share Directorate relevant information to the DERO/IMT (in a timely manner) regarding the impacts of an incident, supporting the continued delivery of critical activities
- Maintain a log of all tasks and decisions taken during an incident
- After an incident, arrange internal Directorate debriefs, where required
- Participate in debriefs connected to the incident, as appropriate

- Monitor progress of the implementation of lessons identified from incidents and exercises into Directorate procedures, plans, and arrangements

Local Authority Liaison Officer (LALO)

This role is carried out by Communities and Neighbourhoods Management and Housing Service employees. It provides a Council contact at the scene of an incident for both the DERO and emergency services.

Key tasks include:

- Attend the scene of the incident, representing Fife Council, at the request of the Duty Emergency Resilience Officer
- Liaise with the Police Incident Commander and other emergency services at the scene, participating in multi-agency meetings
- Regularly report to the DERO and request Council and/or other resources to support the incident as required
- Action tasks as requested and keep information flowing
- Maintain a log of tasks and decisions taken
- Participate in debriefs connected to the incident, as appropriate

Communications and Marketing Team

The Duty Communications Officer is responsible for co-ordinating the Council's warning and informing advice to employees, residents, local and national Elected Members, and liaison with all other stakeholders.

Key tasks include:

- Establish the communications strategy, specialist support requirements, and a multi-disciplinary Communications team
- Assess warning and informing requirements
- Arrange for internal and external communications, as directed
- Provide liaison between the IMT and the media
- Link with key external agencies, as required
- Member of the East of Scotland Regional Resilience Partnership Public Communications Group, if activated
- Participate in debriefs connected to the incident, as appropriate
- Maintain a log of tasks and decisions taken

Emergency Centres Response Team

This team of Council employees will establish and manage, or support the establishment and management of, any Emergency Centre that is activated.

This team includes:

- volunteers who oversee the management of a Fife Council managed Emergency Rest Centre

- representatives from Fife Council Services from which support is required by those within the centre.

Key tasks include:

- Establish and manage any Emergency Rest Centre, as requested by Duty Emergency Resilience Officer
- Provide Service specific support to those attending the Emergency Centre
- Support Police Scotland in the establishment and management of any Family and Friends Reception Centre and Survivor Reception Centre
- Maintain liaison with Duty Emergency Resilience Officer/ IMT, requesting additional support and/or resources as required
- Maintain a log of tasks and decisions taken
- Participate in debriefs connected to the incident, as appropriate

Local Community Support Team (under development)

The Local Community Support Team will be composed of employees with an operational role in providing support to local communities, chaired by the relevant Community Manager.

Key tasks include:

- Continually assess the local consequences of the incident to complete a Community Impact Assessment (see Appendix D for template)
- Provide and co-ordinate support required to meet the needs identified by the Community Impact Assessment
- Liaise with local community groups and Elected Members
- Share information with other active Local Community Support Team(s), as necessary
- Link with the Incident Manager, IMT, and other response groups (e.g., Fife Care for People Group), as required

Elected Members

Elected Members can provide support in communicating with Fife's communities during an incident, and in sharing information relating to local impacts.

Elected Members should:

- Provide assurance, leadership, and information to communities most affected
- Provide detailed information about local areas to support the response and recovery
- Support in the sharing of agreed and confirmed media statements
- Provide media representation and advice regarding policy and funding concerns
- Support the recovery within the local community
- Assist in the management of potential funds raised to support those most affected

- Be aware of the potential post-incident issues that may arise, such as damage to the Council and/or political reputation, civil litigation, and potential criminal proceedings

2.2.3 Meeting Location and Frequency

An IMT will most likely meet virtually, via MS Teams. However, it could also meet physically at a suitable meeting location depending on the best option for the type of incident.

Meetings will take place as often as is required by the incident, which may vary as the response to the incident progresses, and be dependant on other meetings related to the incident (e.g. operational meetings; Local Resilience Partnership; Scientific & Technical Advisory Cell).

2.2.4 Supporting Arrangements

Emergency Expenditure Arrangements

Fife Council's Financial Regulations state that emergency expenditure can be incurred by the Incident Manager. The Council Executive Team should be advised as soon as possible thereafter.

A corporate financial code that can be used to capture any costs incurred during the incident has been made available. Additional costs incurred should be paid for by the lead service and reimbursement will then be discussed.

Capturing costs can support business cases for funding e.g., for climate resilience and adaptation measures in Fife.

Personal expenses of staff responding to incidents will also be considered and reimbursed e.g. mileage of private car when LALOs attend a multi-agency meeting or an emergency centre volunteer who is out of pocket by purchasing items for evacuees.

Mutual Aid

Mutual aid may be provided between Local Authorities across Scotland and other stakeholders.

Under extreme circumstances, support can also be requested through the Military Aid to Civil Authorities (MACA) arrangements. This request should be made via the Fife Local Resilience Partnership, and all other options must be exhausted before applying.

2.2.5 Resources

The following resources are available to support Fife Council's response to an incident and can be activated and utilised as required.

Contact Lists

Every Directorate has the responsibility, as part of their Business Continuity Arrangements, to have up to date, readily available, staff contact lists for both business hours and out of hours. The maintenance of such lists is part of the Resilience Coordinator role.

Contact lists for key personnel who may be required to respond during an incident is maintained by the Contact Centre and made available to the Duty Emergency Resilience Officer.

Incident Management Documents

The required documents to support staff with specific resilience related roles in responding to incidents are available by request to the Resilience and Events Team (there are different templates for the specific resilience roles).

Generic resources are available on the Incident Management pages on Fife Council's Intranet. These can also be used to support Services in managing small scale, single service disruptions. They include:

- Incident Log Template
- Incident Management Action Log

Incident Management Team Agenda Template

2.3. Communications

To fulfil the Council's legal duty under the Civil Contingencies Act (CCA) 2004 as a Category 1 responder, the Council's Communications and Customer Insight Team will coordinate communications to the public before, during, and after emergencies.

An outline of their role and responsibilities can be found in section 2.2 above (under *IMT Objectives*).

2.4. Transition to Recovery and Stand Down

The impacts of the incident and the response required will be continuously reviewed by IMT.

Any decision to stand down the IMT will be made at the Incident Management meeting.

Depending on the scale of the incident and its impacts, the IMT may stand down as the Council's response transitions to the recovery phase. This will occur when recovery activity can be absorbed into everyday service provision.

However, where this is not the case, the IMT may remain active and its focus move to recovery activity. At this stage, membership and the IM may be reviewed.

For details of the Recovery Phase, during which Fife Council will be the Lead Agency, see the Fife LRP Recovery Framework.

The activities of the Council will conclude as recovery transitions to business as usual. At this point, any remaining Incident Management Teams will stand down.

2.5. Debrief

The format and formality of the debrief process following the activation of Fife Council's Incident Management Plan will vary depending on the scale of the incident.

The debrief may be multi-agency and / or internal to the council; the means and format may vary, e.g. formal in-person/online facilitated debrief, online feedback forms, etc.

The debrief will follow the guidance provided within the National Debriefing and Lessons Identified Protocol to identify lessons learned and areas of good practice during the incident management process. These will then be implemented into Fife Council's Incident Management Plan and any specific plans.

Appendices

APPENDIX A

(Template used to record individual actions, including decisions made, taken out with any Incident Management Team)

This document, shown below, can be accessed on the [Fife Council Intranet](#).

INCIDENT LOG	
INCIDENT:	
LOCATION:	
DATE:	

TIME	ACTION/ BACKGROUND DETAILS (INCLUDING TO/FROM)

Signature

APPENDIX B

TEMPLATE INCIDENT MANAGEMENT TEAM MEETING AGENDA

This document, shown below, can be accessed on the [Fife Council Intranet](#).

(Insert Date, Time, Venue of Meeting)

1	Welcome/Introductions
2	Incident Update
3	Terms of Reference and membership (first meeting only)
4	Reporting Structure (first meeting only)
5	Communications strategy (first meeting only)
6	Review of Actions
7	a) Impacts <ul style="list-style-type: none">• People• Environment• Economy• Infrastructure b) Agree (first meeting only) / / Review Priorities (all meetings)
	c) Supporting themes <ul style="list-style-type: none">• Governance (Legal and Political)• Technology• Interdependencies d) Required Actions
8	Communications
9	Recovery Strategy
10	Confirm actions
11	Meeting schedule (first meeting only) / Date and time of next meeting (all meetings)

APPENDIX D

COMMUNITY IMPACT ASSESSMENT

This Community Impact Assessment should be used by members of the Local Community Support Team to assist in the assessment of the local impacts of an incident and their management.

This document, shown below, can be accessed on the [Fife Council Intranet](#)

Incident:					
Date:					
INCIDENT CONSEQUENCE *	COMMUNITY IMPACT	ACTION REQUIRED	ACTION OWNER/DUE DATE		ACTION UPDATE
Community members					
Environment					

Economy					
Infrastructure					

*Consider impacts on:

- Community members (e.g., loss of accommodation; injury; finances; mental health and wellbeing; social disruption; council service disruption)
- Environment (e.g., damage to landscape; air quality; noise; council service disruption)
- Economy (e.g., closure of local businesses; cost of clean-up; council service disruption)
- Infrastructure (e.g., long term closure of key transport routes/ links; council service disruption)