

Incident Management Plan

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DISTRIBUTION

ROLE
Council Leadership Team
Communications and Customer Insight Manager
Emergency Resilience Team
Incident Managers
Local Authority Liaison Officers
Business Continuity Leads

CONTENTS

	Page No
DISTRIBUTION	2
1. INTRODUCTION	
1.1. Aim	4
1.2. Objectives	4
1.3. Scope	4
1.4. Planning Assumptions	5
1.5. Training and Exercising	5
1.6. Monitoring, Evaluation and Review	5
1.7. Responsibility	5
2. INCIDENT MANAGEMENT ARRANGEMENTS	
2.1. Activation	6
2.2. Incident Management Team	6
2.3. Stand Down	13
2.4. Debrief	13
APPENDIX A: Incident Log	14
APPENDIX B: Incident Management Team Meeting Agenda	15
APPENDIX C: Impact Assessment	16
APPENDIX D: Community Impact Assessment	17

1 INTRODUCTION

1.1 Aim

Fife Council's Incident Management Plan aims to ensure that Fife Council effectively responds to and recovers from any incident¹, reducing the impact on Fife's Communities.

1.2 Objectives

Fife Council's Incident Management Plan works to ensure that Fife Council will:

- Limit the impact of an incident on Fife's Communities, the environment, the economy and infrastructure
- Co-ordinate its response to, and recovery from, any incident
- Provide support to the emergency services and those affected by the incident
- Continue to deliver critical services during any incident
- Provide relevant information and advice to the Fife community
- Promote effective recovery following an incident, acting as the lead agency for this aspect of a multi-agency response
- Comply with the requirements of the relevant legislation
- Protect the reputation of Fife Council

1.3 Scope

Fife Council's Incident Management Plan² forms part of Fife Council's Resilience Arrangements (full details of these arrangements are found in Fife Council's Resilience Policy and Framework) and describes:

- 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)
- The activation procedures for the response to and recovery from any incident occurring during or outwith office hours
- The roles and responsibilities of an Incident Management Team

Details on Fife Council's overall resilience responsibilities, including that of all employees, and management structure are not included in this document. These can be found within Fife Council's Resilience Policy and Framework.

¹ The term 'incident' is used throughout to refer to both any civil emergency and business continuity disruption, whether these occur with no notice or are potential future events.

² 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

Service level Operational Resilience Procedures are the responsibility of individual services and are outwith the scope of this document.

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 outwith office hours to carry out its responsibilities in responding to and recovering from any incident which impacts upon the Fife Community
- 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. 1.5) to ensure that they understand their role in response to and recovery from, an incident

1.5 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.

1.6 Monitoring, Evaluation and Review

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

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

1.7 Responsibility

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

2 INCIDENT MANAGEMENT ARRANGEMENTS

2.1 Activation

Fife Council's Incident Management Plan will be activated by an incident manager at the appropriate level (see 2.2 for details) in response to any incident, and/or a forecast incident, affecting Fife's communities.

The activation of this plan will involve the establishment of an Incident Management Team at the required level.

2.2 Incident Management Team

An Incident Management Team (IMT), led by an Incident Manager, will be formed to ensure Fife Council's response to and recovery from any incident is co-ordinated.

The level at which this management occurs, and which employees and council services thus form the Incident Management Team, is dependent on the characteristics and scale of the incident and its impacts. The response can be escalated as necessary as the incident progresses.

An IMT should be dynamic, and the following aspects will vary depending on the characteristics of the incident, and the scale of its impacts (experienced or forecast):

- **Objectives**

While specific actions undertaken by the IMT will depend fully on the impacts of the incident, the generic objectives of an IMT include:

- Liaise with Council operational teams, prioritising and delegating tasks both in the short and long term
- Where required, deploy Local Authority Liaison Officers (LALOs) to incident locations
- Continually assess the impacts of the incident and establish Local Community Support Team(s), if required
- Prepare and implement incident management strategies, including recovery strategy to ensure:
 - those affected by the incident, including staff, receive effective and co-ordinated care and support
 - the Council continues to deliver its critical services
 - effective internal and public communications
 - Fife Council's reputation is protected
 - The needs identified by any Community Impact Assessment are managed
- Support any established resilience partnership by liaising, supporting, and sharing information with multi-agency partners

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- Consider and ensure the sustainability of IMT for longer term incidents
 - Provide regular situation reports to Council Executive Team (CET), multi-agency partners, SGoRR and other stakeholders as required
 - Ensure all costs associated with the incident response are captured
 - Stand down the Council response
 - Ensure a log of all decisions and actions is maintained in a format that is accessible to all relevant employees/IMT members
 - 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

- **Membership**

The IMT may consist of a single Directorate/Service, or of across a range of Council Directorates/Services. The membership may change as the response to the incident progresses and recovery from the incident becomes the predominant consideration.

See 2.2.1. for the roles and responsibilities of potential members.

Subject matter experts will also be invited to join the IMT, as required.

- **Incident Manager**

Single Directorate/ Service level disruptions will be co-ordinated by an Incident Manager within the affected service. The Duty Emergency Resilience Officer should always be notified when an incident response has been activated.

The response to incidents involving more than one Directorate/Service will initially be managed by the Duty Emergency Resilience Officer and escalated to an Incident Manager with relevant training, as necessary.

The pool of Incident Managers with relevant training comprises of a small number of employees who have undergone specific training in order to manage the response to incidents involving more than one Directorate/Service. This training incorporates both the initial response phase and longer-term recovery phase.

- **Formality**

An IMT may develop naturally as a Service responds to an incident and draws in relevant employees, including an Incident Manager.

However, it may also be formally established by the Duty Emergency Resilience Officer and/or the Duty Executive Director/Chief Executive.

The IMT can be escalated as necessary, increasing its formality as the response to an incident escalates.

- **Meeting Location and Frequency**

An IMT may meet physically or virtually, via MS Teams, depending on the best option at the time of the incident.

Meetings will take place as often as is required by the incident, which may vary as the response to the incident progresses.

2.2.1 Key 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 on, 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 forecast).

- **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 below for details), as appropriate
- Maintain a log of tasks and decisions taken

- **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.

Key tasks include:

- Ensure the membership of the IMT is appropriate to allow for an effective and co-ordinated response
- Agree a communications strategy, including briefings to key stakeholders
- Participate in any Resilience Partnership meetings
- Consider establishing Local Community Support Team(s) as required

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- Chair and/or attend all internal and multi-agency debriefs connected to the incident
 - Maintain a log of all tasks and decisions taken

- **Emergency Resilience Team**

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

Key tasks include:

- Assess and review incident impacts and response required
- Contact key council employees to respond to an incident and co-ordinate the Council response, both during an out of office hours
- Discuss activation of appropriate resilience arrangements with Duty Executive Director
- Activate Local Authority Liaison Officer, as required
- Advisor to the Incident Manager
- Liaise with multi-agency partners, voluntary organisations and local community resilience groups, requesting additional support for the incident response as necessary
- Ensure lessons identified from debriefing are factored into resilience arrangements
- Maintain a log of all tasks and decisions taken

- **Local Authority Liaison Officer (LALO)**

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

Key tasks include:

- Attend the scene of the incident on request from the Duty Emergency Resilience Officer or Incident Manager
- Liaise with the Police Incident Officer and other emergency services at the scene, participating in multi-agency meetings
- Regularly report to the Incident Manager or Duty Emergency Resilience Officer and request Council and/or other resources to support the incident, as required
- Maintain a log of tasks and decisions taken

- **Local Community Support Team**

The Local Community Support Team will be composed of employees with an operational role in providing support to local communities.

Key tasks include:

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- 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

- **Heads of Service/Senior Managers/Critical Activity Owner**

The Heads of Service/Senior Managers/Critical Activity Owner have overall responsibility for co-ordinating the operational response for their Service area to any incident.

Key tasks include:

- Participate in an IMT
- Initiate an operational response to any requests for assistance from the Incident Manager or Emergency Resilience Officer both during and outwith office hours
- Ensure employees and stakeholders are fully informed, as appropriate
- Ensure staff welfare is supported throughout, and following, an incident response
- Ensure 'Critical Services' are maintained and provide regular updates to the IMT identifying any issues
- Represent Fife Council on multi-agency groups, as required
- Attend debriefs connected to the incident
- Maintain a log of tasks and decisions taken

- **Directorate Business Continuity Lead**

The Directorate Business Continuity Lead supports senior management in the co-ordination of the response to and recovery from a business continuity disruption affecting their Directorate/Service.

Key tasks include:

- Establish the impact of an incident
- Support the IMT through provision of regular updates on the impact to their Directorate/Service and on any decisions made at the operational level
- Attend debriefs connected with the disruption
- Manage and monitor the implementation of lessons identified within the service
- Maintain a log of tasks and decisions taken

- **Customer Insight and Communications 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
- Attend all internal and multi-agency debriefs connected with the incident
- Maintain a log of tasks and decisions taken

- **Emergency Centres Response Team**

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

Key tasks include:

- Establish and manage any Emergency Rest Centre, as requested by Duty Emergency Resilience Officer
- Support Police Scotland and Fife Health and Social Care Partnership 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
- Maintain a log of tasks and decisions taken

- **Incident Management Support Team**

A team of employees within Business Support Services will attend and support the IMT on request from the Duty Emergency Resilience Officer/Incident Manager, if available.

- **Elected Members**

Elected Members can provide support in communicating with Fife's communities during an incident.

2.2.2. 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**

Contact lists for key personnel who may be required to respond during an incident are available through the Duty Emergency Resilience Officer and/or within Services.

- **Support Materials**

A range of physical materials (for e.g., the Incident Management templates in Appendix A-D) are available to support the Council's incident management process.

- **Corporate 'Critical Activity' List**

To support the Incident Management Team in prioritising resources during the response to incidents with wide scale impacts, an agreed corporate list of Fife Council's 'Critical Activities' has been developed and is available through the Emergency Resilience Team.

- **Voluntary Sector**

During an incident response, additional support can be requested, as required, from Voluntary Agencies directly by the Duty Emergency Resilience Officer, or through the resilience framework.

Any costs incurred will be reimbursed.

- **Community Emergency Plans**

[Community Emergency Plans](#) are being developed by Community Groups across Fife and can form part of the incident response.

- **Emergency Control Room (ECR)**

The Emergency Control Room (ECR) is a designated and fully equipped facility in Fife House which can be used by the IMT, if required, to co-ordinate the Council's incident response.

The decision to activate the ECR will be made by the Incident Manager, in conjunction with the Duty Emergency Resilience Officer.

- **Information Sharing Arrangements**

Fife Council has a statutory duty to share information during an incident with partner agencies in order to effectively care for people affected by an emergency (see Fife Council's Resilience Policy and Framework for full details).

Operational procedures are in place to access this information during an incident.

- **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 service and reimbursement will then be discussed.

- **Mutual Aid**

Mutual aid may be provided between Local Authorities across Scotland.

Under certain circumstances, support can also be requested through the Military Aid to Civil Authorities (MACA) arrangements.

2.3. Stand Down

The impacts of the incident and the response required will be continuously reviewed by those managing the Council's response.

The activities of the Incident Management Team will come to a conclusion as recovery progresses and services return to business as usual. The decision to 'stand down' the Incident Management Team will be noted during incident management meetings.

2.4. 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 will follow the guidance provided within the Scottish Resilience Development Service's National Debriefing and Lessons Identified Protocol to identify lessons learned and areas of good practice during the incident management process. These will then inform a review of Fife Council's Incident Management Plan.

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	Impacts, priorities and actions
7	Communications
8	Recovery Strategy
9	Confirm actions
10	Meeting schedule (first meeting only)/ Date and time of next meeting (all meetings)

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 (*link tbc*).

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)