HIGHLAND COUNCIL

GENERAL EMERGENCY PLAN

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GENERAL EMERGENCY PLAN

CONTENTS

SECTION 1 - ALERTING CASCADE (UNUSUAL or MAJOR INCIDENT) 4

SECTION 2 - IMMEDIATE ACTIONS GUIDE..... 5

SECTION 3 - INTRODUCTION..... 7
GENERAL 7
OPERATIONAL, TACTICAL & STRATEGIC (BRONZE, SILVER, GOLD) 7
DUTIES OF THE LOCAL AUTHORITY 8

SECTION 4 – AIMS, OBJECTIVES AND GENERAL PRINCIPLES 9
AIM 9
OBJECTIVES 9
PLANNING PHILOSOPHY 9
TYPES OF INCIDENT – ROUTINE, UNUSUAL, MAJOR 10
THE PLANNING PROCESS 10

SECTION 5 - ACTIVATION PROCEDURE..... 11
GENERAL 11
ORGANISATION - HIGHLAND COUNCIL 11
THE CORPORATE EMERGENCY MANAGEMENT TEAM (CEMT) 12
HQ TACTICAL GROUP – (HQ TACTICAL) 12
EMERGENCY CONTROL CENTRE (ECC) - RAIGMORE, INVERNESS 13
STAFFING 13
RECORD KEEPING AND DOCUMENT RETENTION 13
STAND DOWN 14

SECTION 6 – ROLES AND RESPONSIBILITIES 15
ROLES AND RESPONSIBILITIES - HIGHLAND COUNCIL 15
COUNCIL SERVICES WITH A ROLE DURING THE OPERATIONAL PHASE 15
COUNCIL SERVICES WITH A SUPPORTIVE ROLE 17
OTHER AGENCIES ROLES AND RESPONSIBILITIES 17
VOLUNTARY AGENCIES 22
MILITARY AID TO THE CIVIL COMMUNITY (MACC). 23
SECTION 6 - APPENDIX 1: MILITARY AID TO THE CIVIL COMMUNITY (MACC) 24

SECTION 7 - EMERGENCY RESPONSE..... 25
GENERAL 25
UNIFORMED EMERGENCY SERVICES 25
LOCAL AUTHORITY 26
ROLE OF THE HIGHLAND COUNCIL DUTY DIRECTOR 26
SUMMARY 28
SECTION 7 - APPENDIX 1: HIGHLAND COUNCIL RESPONSE STRUCTURE 29
SECTION 7 - APPENDIX 2: CHECKLIST FOR DUTY DIRECTOR, SMT MEMBERS AND SENIOR MANAGERS 30
ACTIONS 30

SECTION 8 - WARNING AND INFORMING..... 31
INFORMATION TO ELECTED MEMBERS 31
INFORMATION TO THE PUBLIC 31
INFORMATION TO THE MEDIA 31

SECTION 9 - FINANCIAL ARRANGEMENTS AND LEGISLATION 33
POWER TO INCUR EXPENDITURE 33
SOCIAL WORK (SCOTLAND) ACT 1968 33
THE SCOTTISH WELFARE FUND 33

HOUSING (SCOTLAND) ACT 2006 33
BUILDING (SCOTLAND) ACT 2003 33
CIVIC GOVERNMENT (SCOTLAND) ACT 1982 33
FOOD AND ENVIRONMENT PROTECTION ACT 1985 33
INSURANCE 34
DISASTER FUNDS 34
EMERGENCY MORTUARIES 34

SECTION 10 - ASSOCIATED PLANS 36
ASSOCIATED PLANS 36
COMAH PLANS 36
REPPIR PLANS 36
GENERIC PLANS 36
SPECIFIC PLANS (not including specific Port and Harbour Plans) 37

SECTION 11 – RECOVERY 38
INTRODUCTION 38
EMERGENCY RESPONSE / ACUTE PHASE. 38
RECOVERY PHASE 38
THE RECOVERY STRATEGIC CO-ORDINATING GROUP (RSCG) 38
CORE MEMBERS 38
OPTIONAL MEMBERS 38
THE HISCG RECOVERY GUIDANCE DOCUMENT 39

ANNEX A - HAZARDS IN THE COUNCIL'S AREA 40

ANNEX B - COUNCIL LOCALITIES, WARDS & POLICE COMMAND AREAS 42

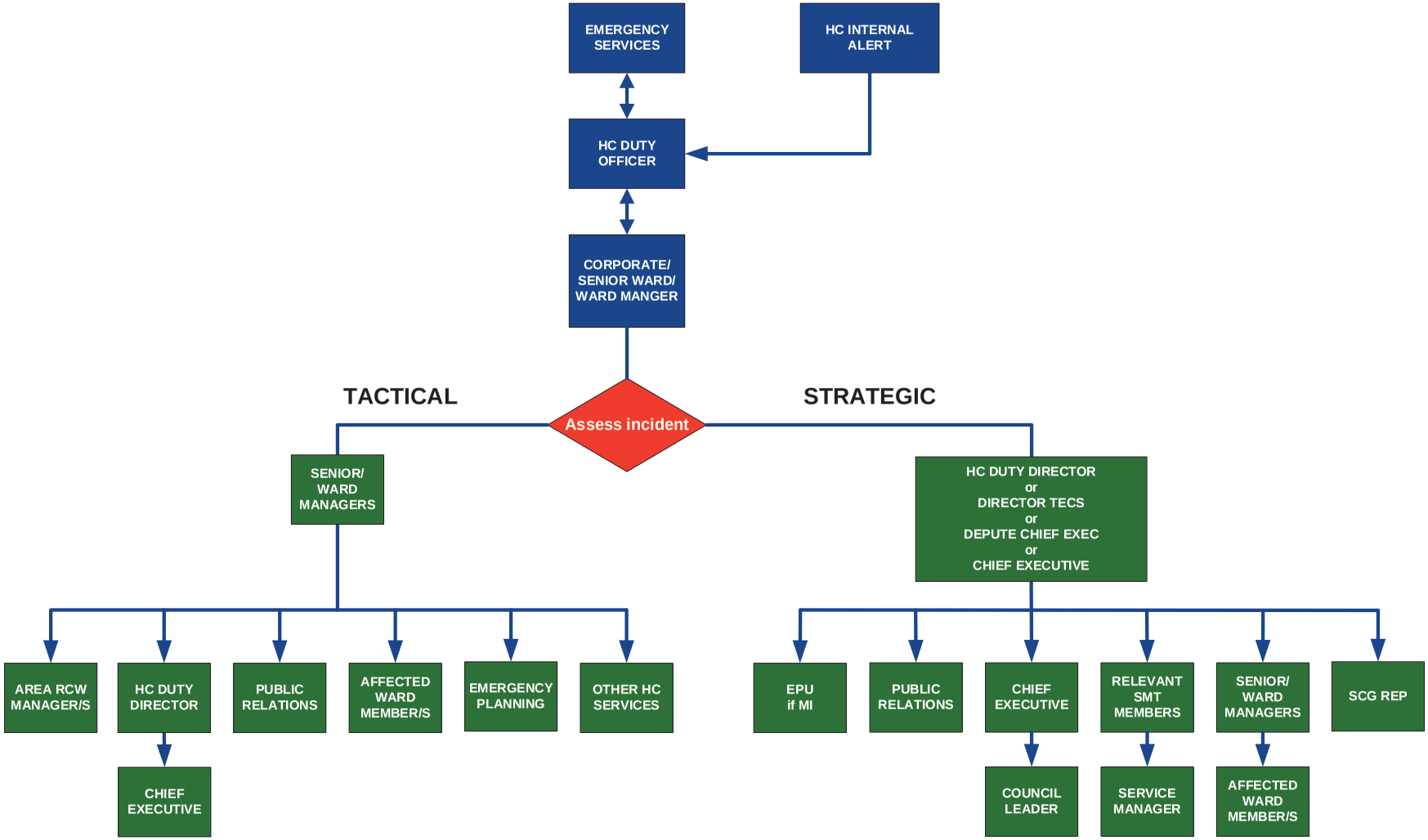
ANNEX C – HIGHLAND & ISLANDS LOCAL RESILIENCE PARTNERSHIP (LRP) PLANNING STRUCTURE 43

ANNEX D - ABBREVIATIONS AND ACRONYMS 44

ANNEX E - RECORD OF AMENDMENTS 45

ANNEX F - DISTRIBUTION LIST 46

SECTION 1 - ALERTING CASCADE (UNUSUAL or MAJOR INCIDENT)



SECTION 2 - IMMEDIATE ACTIONS GUIDE

The aim of this Immediate Actions Guide is to ensure that key elements of Highland Council are swiftly and appropriately alerted to any **UNUSUAL** or **MAJOR INCIDENT** which has occurred, or is likely to.

Whilst any Category 1 or 2 Responder can declare either of these types of incident, it is usually the Police who trigger the Council's response by requesting assistance.

This Guide identifies only those elements of the Council which have an immediate role in responding in the initial stages of any future unusual or major incident anywhere within the Council's area.

The Police will normally make the initial alerting of the Council, to either an Unusual or a Major Incident, to the most appropriate one of the Council Duty Officers' numbers.

The outline alerting cascade in the plan should normally be followed.

However, there may be occasions when information regarding an Unusual or Major Incident is received by other means. In which case, the entry point to the cascade should always be via the Duty Officers.

The alert may be to "Activate" or to place staff and resources on "Standby".

ABBREVIATIONS

BCP	Business Continuity Plan
HC	Highland Council
CEMT	Corporate Emergency Management Team
ECC	The HC's Emergency Control Centre
EPO	Emergency Planning Officer
EPU	Emergency Planning Unit
LO	Liaison Officer
PCG	Public Communications Group
RC	Reception Centre
RCW	Roads and Community Works
SCC	Strategic Control Centre
SCG	Strategic Co-ordinating Group
SWM	Senior Ward Manager
WM	Ward Manager

EMERGENCY CONTACTS

Council (TECS) Duty Officer:

01349 886690

For other relevant agencies refer to the Highland Emergency Communications Directory (ECD)

Immediate Actions:

- **Refer to the "On Call" Algorithm.**
- **Open a personal log to record events**
- **Ascertain who and which agency is calling and obtain contact/ring-back details.**
- **Ask if you are being alerted to a MAJOR INCIDENT or not.**
- **Ascertain what support is being requested.**
- **Alert relevant Senior Ward and RCW Manager/s**
- **Alert HC Duty Director.**
- **Discuss and agree with Duty Director if there Is a need to cascade the alert. If so.....**
- **Maintain contact with the Duty Director.**
- **If a MAJOR INCIDENT has been declared, Contact EPU Staff (Activate or Standby).**

DUTY DIRECTOR

Immediate Actions:

- Consider declaration of UNUSUAL/MAJOR INCIDENT.
- Make contact with the relevant Ward and RCW Managers.
- Appoint a Director as SCG representative to Police HQ Command Suite and/or SCC.
- Be prepared to act as this SCG representative.
- Consider activation of the HC Control Centre.
- Appoint a Director as Emergency Co-ordinator.
- Be prepared to act as Emergency Co-ordinator if necessary.
- Alert the Chief Executive.
- Alert relevant members of SMT.
- Maintain contact with Corporate, Senior Ward and RCW Managers.
- Maintain contact with and update the Chief Executive.
- Consider implications if incident escalates.
- Consider deployment of additional resources as the Incident develops.

CHIEF EXECUTIVE

Immediate Actions:

- Alert Leader of the Council.
- Consider calling a meeting of the SMT.
- Consider formation of the Recovery Working Group.
- Consider Formation of the emergency committee.
- Consider establishing the Corporate Emergency
- Management Team (CEMT).
- Consider invoking all or part of HC's BCP.

CORPORATE/SENIOR/WARD MANAGER

- Alert SWM/WM & Support Team/s as necessary.
- Send LO, with communications, to Police Tactical Control.
- Consider activation of local Emergency Control Centre.
- Maintain contact with Council Duty Officer.
- Consider implications if the incident escalates.
- Consider declaration of UNUSUAL/MAJOR INCIDENT.
- Inform Chief Executive of the incident.

PUBLIC RELATIONS

Immediate Actions:

- Alert staff from the Council's Public Relations Team as required.
- Establish contact with other members of the PCG.
- Alert other Headquarters staff as necessary.
- Place initial information about the incident on the Highland Council web site.
- Consider need for corporate message to inform all staff.
- Discuss the need for HC Helpline with Service Centre Manager.
- Deploy to HC Emergency Control Centre or deploy other Unit member.
- Consider implications if the incident escalates.
- Help maintain information flow to ***Handiprepared*** web site.

HEALTH & SOCIAL CARE

Immediate Actions:

IF RECEPTION CENTRE/S REQUIRED:

- **Deploy response team/s to RC/s. THEN;**

Activate Service Response Plan including:

- Alert own staff as appropriate.
- Deploy team to HC Emergency Control Centre.
- Consider implications if the incident escalates.
- Consider activation of Directorate response (C*are for People*) team.
- Consider deployment of LO.

HOUSING & PROPERTY

Immediate Actions:

Activate Service Response Plan including:

- Deploy team to the ECC if required.
- Ascertain support required or requested.
- Consider implications if the incident escalates.
- Consider 24-hour operation and staffing.
- Ascertain if Recovery Working Group is needed.

SERVICE CENTRE MANAGER

Immediate Actions:

Activate Service Response Plan including:

- Deploy team to the ECC if required.
- Ascertain additional support required to maintain the service.
- Consider implications if the incident escalates.
- Consider 24-hour operation and staffing.

ENVIRONMENTAL HEALTH

Immediate Actions:

Activate Service Response Plan including:

- Deploy team to HC Emergency Control Centre.
- Consider deployment of LO to site.
- Ascertain support required or requested.
- Consider implications if the incident escalates.
- Ascertain if Recovery Working Group needed.

EDUCATION CULTURE & SPORT

Immediate Actions:

IF RECEPTION CENTRE/S REQUIRED:

- **Deploy response team/s to RC/s. THEN;**

Activate Service Response Plan including:

- Alert own staff as appropriate.
- Deploy team to HC Emergency Control Centre.
- Consider implications if the incident escalates.
- Alert Catering Services if feeding is required.
- Consider activation of Service response team.
- Ascertain if Recovery Working Group is needed.

BUILDING STANDARDS

Immediate Actions:

Activate Service Response Plan including:

- Deploy team to HC Emergency Control Centre as needed.
- Consider deployment of LO to site.
- Ascertain support required or requested.
- Ascertain if Recovery Working Group is needed.

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SECTION 3 - INTRODUCTION

GENERAL

1. Every Local Authority is faced with the possibility of having to cope with the effects of a Major Incident. No hard and fast rules to meet all emergencies can be drawn up as nature, scale and location will determine the type of response made.

2. No single organisation is entirely responsible for dealing with a Major Incident or natural disaster in the United Kingdom. Existing arrangements rely on immediate assistance being given by the uniformed emergency services - Police, Fire, Ambulance and Coastguard, supplemented where necessary by local and other public authorities. Many other organisations are also ready to deal with accidents on land and sea.

3. This plan is intended as an encompassing document for the guidance of Highland Council personnel who would be involved in dealing with a Major Incident of whatever type. It is designed to provide a flexible framework for the co-ordination of any actions required.

OPERATIONAL, TACTICAL & STRATEGIC (BRONZE, SILVER, GOLD)

4. The management of the emergency response and recovery effort is undertaken at one, or more, of three ascending management levels. These are defined by their functions rather than by specific rank, grade or status. "Operational", "Tactical" and "Strategic" are the levels of management used by each of the emergency services and other responders in Scotland. These levels of management are similar to those described as "Bronze", "Silver" and "Gold" in other guidance and documentation about emergency procedures. The role and responsibilities of each level are described below. *(Responders should be aware that the UK military uses the ascending management levels "Tactical", "Operational" and "Strategic")*

5. In rapid onset emergencies the emergency management framework is usually constructed from the bottom up and the operational level will be activated first. Escalation of the event (in scale or geographical extent) or better information about the situation may require the implementation of a tactical or strategic level. There may also be situations in which all three levels are activated simultaneously and others when the response may be initiated from the top down by Scottish or UK Governments. Decisions on the activation of these levels should be guided by flexibility, adaptability and functional requirements.

6. Operational Level. The operational level of management reflects the normal day-to-day arrangements for responding to smaller scale emergencies. It is where the "at scene", hands-on work takes place at the site(s) of an emergency.

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

8. Strategic Level. Emergencies can place considerable demands on responding organisations requiring the attention of senior managers. The requirement for strategic management may be confined to a single agency. However, the scale and nature of an emergency may require a multi-agency response at the strategic level. In such emergencies the SCG established in each Resilience Partnership area (i.e. NoSRRP - North of Scotland Regional Resilience Partnership) should be activated.

9. Further Reading. Fuller details of this aspect of emergency response can be found within Part 5 of *"Preparing Scotland"*, published by the Scottish Government, which can be found at:
http://www.scotland.gov.uk/Publications/2008/11/05142600/0

DUTIES OF THE LOCAL AUTHORITY

10. The Highland Council is designated a Category 1 Responder by the Civil Contingencies Act 2004 and as such, the Council has a number of statutory duties to perform before, during and after any Major Incident. The main duties are;

a. Co-operation with other Category 1 and Category 2 Responders,

b. Share Information with other Category 1 and Category 2 Responders,

c. Assess risks and hazards and prepare a Community Risk Register,

d. Plan to respond to identified risks through specific and generic plans,

e. Warning and informing the public so that they too can play their role in the response, and,

f. Business continuity management to ensure that critical/key functions are maintained.

11. Any response will subscribe to the principles of Integrated Emergency Management (IEM) which describe an integrated approach involving assessment, prevention, preparation, response and recovery with the focus firmly on the effects of incidents rather than their causes. More details can be found in the published HISCG booklet[1].

12. Usually, the Police will co-ordinate any response to any Major or Unusual Incident including management of the scene. The Council has the task of supporting the emergency services by providing additional manpower, specialised equipment, road and traffic management and environmental health services as well as providing welfare support in the form of temporary accommodation, reception centres, meals and psycho-social support to people in urgent need.

13. It is at the Tactical Level that the vast majority of incidents involving Highland Council will be dealt with. The Council may also activate voluntary services and co-ordinate their response taking into account the contribution which can be made by the emergency services, the health service, armed services, British Red Cross, Royal Voluntary Service and other voluntary organisations.

[1] *Preparing for Emergencies in the Highlands and Islands* – A Guide to Civil Contingencies and Resilience (This document will be reviewed in light of Police re-organisation however, the principles of IEM remain valid)

SECTION 4 – AIMS, OBJECTIVES AND GENERAL PRINCIPLES

AIM

1. **The Council's aim in a Major or Unusual Incident is twofold:**

   a. To assist the emergency services in the response phase by providing professional and technical advice, labour, transport, equipment, premises and other material resources which might be required by the emergency services, and,

   b. To ensure a speedy restoration of disrupted services and a return to normality by liaising with Area teams in the management of the situation, once the emergency services have fulfilled their functions.

2. This plan is not designed to meet the routine, day-to-day emergencies which frequently affect Services' normal functions and resources. The plan is limited to providing the means by which the various Services can be called upon to operate in a co-ordinated manner.

3. The emergency services, i.e. Police, Fire, Ambulance and Health Board, have detailed plans to meet most types of emergency.

Note: It must be clearly understood that in the emergency response/lifesaving phase of any emergency, it will normally be the police who co-ordinate the emergency response overall.

OBJECTIVES

4. All responses have the following objectives:-

   a. The preservation of life,

   b. The preservation of property,

   c. Limiting possible damage to, or contamination of the environment,

   d. Minimising disruption to services and industrial production, and,

   e. The consequence management of any incident.

PLANNING PHILOSOPHY

5. When a Major Incident does occur, the rules governing normal decision-making change. Consequently, it is essential that senior officers have a planned response to such an incident. In a crisis situation normal decision-making processes are too slow and sluggish. Routine channels of information and communication may consequently be inadequate or non-existent, necessitating the need for an understood, exercised and planned response.

6. Managers and staff should not be expected to operate outside of their normal roles in that their roles are an extension of their day-to-day activities, albeit with a strong focus on the incident itself.

7. Planning for a Major Incident demands active involvement at the detailed planning stage of those who will be involved in implementing the plan. **It also pre-supposes that individual services maintain detailed emergency instructions for senior and designated staff**.

8. Whilst the management of the consequences of a Major Incident may place great demands upon the Council, sufficient attention must also be given to the maintenance of core services which must be delivered to those parts of the community which are unaffected by the incident.

TYPES OF INCIDENT – ROUTINE, UNUSUAL, MAJOR

9. **ROUTINE INCIDENT**. These are regularly dealt with on a day-to-day basis by the emergency services with support from specialised organisations such as Transerv/BEAR.

10. **UNUSUAL INCIDENT**. Because of its nature or effects this type of incident requires a limited multi-agency response. However, it may also have the potential for escalation. An Unusual Incident can be declared by any Category 1 responder, who will then open a control room to deal with the incident and invite selected agencies to attend. In Highland, this normally happens under the auspices of a multi-agency Tactical Group, meeting in Police HQ

11. **MAJOR INCIDENT**. A Major Incident for the Highland Council is one which threatens or causes one or more of the following:

- serious disruption to normal life,
- death or injury to numbers of people,
- extensive damage to property,
- contamination of the environment,

on a scale beyond the normal operation and response of the public services, in an affected Area, to control and deal with. Because of its nature or effects it will probably require a full multi-agency response. A Major Incident can be declared by any Category 1 responder who should then inform all the other relevant agencies.

THE PLANNING PROCESS

12. Highlands and Islands Local Resilience Partnership (HILRP) comprises representatives from all Category 1 and 2 Responder organisations operating within the area of Highlands and Islands and is responsible for formulating and implementing, through its members, strategic policy. Detailed information is contained within a HISCG guidance document.[2]

13. As a result of Police re-organisation, three new local Emergency Liaison Groups (ELGs) have been formed. These bring together multi-agency representatives at the local Tactical level to discuss and agree how emergency planning policies are best delivered within localities. Since those individuals are very likely to be the same ones involved in delivering the local Tactical response, the ELGs have the advantage of allowing local Tactical managers/commanders to work together and to get to know one another prior to any incident.

14. There are three local Police command areas and these match current Ward boundaries.

15. Each of these three ELG areas has at least one local Emergency Centre within it. A map of localities, ward boundaries and Police command areas is at Annex B. A schematic of the planning structure within the Highland & Islands Local Resilience Partnership area is at Annex C.

[2] *Implementing a Strategic Response:* A Guidance Document, April 2007.
(This document will be revised in light of Police re-organisation)

SECTION 5 - ACTIVATION PROCEDURE

GENERAL

16. The overall management and co-ordination of Highland Council's response, to minimise and mitigate the effects of a Major Incident, is the responsibility of the Council's Chief Executive. During the initial acute or life-saving initial phase of any Major Incident, this responsibility is exercised within the overall co-ordination of the North Area ACC of Police Scotland. Whilst executive control of resources will remain with each Service Director, it is essential that liaison arrangements are pre-planned to ensure the co-ordinated use of such resources at locality level.

17. **All Services must prepare and maintain internal Service Emergency Plans to support this General Emergency Plan and the Emergency Planning Unit can assist in this.** While some Services will be called upon to provide assistance during the initial phase others will have a supportive function throughout the various phases of a Major Incident.

18. Once the initial/acute phase is completed, a handover of control from the North Area ACC of Police Scotland to the Chief Executive will take place. This marks the beginning of the recovery phase and will involve putting in place longer term measures to begin to alleviate hardship, repair damage and aid the restoration of affected communities. The Council's maximum effort will be applied to the restoration of normality as recovery efforts are absorbed into normal corporate management arrangements. The recently adopted HISCG Recovery Guidance Document provides the framework for this activity.

ORGANISATION - HIGHLAND COUNCIL

19. The response of Highland Council to respond quickly and effectively to any emergency situation within the Highlands is predicated upon an initial, local, response using a "bottom-up" approach.

20. Any incident threatening or causing an Unusual or Major Incident is likely to occur in, or near, one or more of the following 7 localities in the Highlands. These localities all have a designated local Emergency Centre.

- Golspie
- Wick
- Kingussie
- Inverness
- Fort William
- Dingwall
- Portree

21. Each of these localities has a presence from all services that will form a local Tactical Co-ordinating Group (TCG) under the direction of the locality's Community Works Manager. The initial Local Authority response will be co-ordinated and controlled by such an Emergency Group, under the overall management of the relevant Roads and Community Works Manager operating from the most suitable local Emergency Centre.

22. Any local TCG will be able to call upon the resources, manpower and equipment available in adjoining localities. If the initial scale of the incident or an escalation of the scale makes it obvious that the locality cannot deal with the situation alone, a group of officers from a variety of services, supported by the Emergency Planning Unit and operating from the Emergency Control Centre at Raigmore, will provide the co-ordination for the procurement, supply and distribution of manpower and equipment needed by the locality.

23. The local Emergency Centre will then act as the Local Authority Incident Control liaising between the incident site and the Council's Emergency Control Centre at Raigmore. The co-ordinating role will be controlled and organised by two groups of Officers:

THE CORPORATE EMERGENCY MANAGEMENT TEAM (CEMT)

24. The CEMT is the Council's strategic group consisting of the Chief Executive and Directors of various services (less the Corporate Manager). The CEMT will be responsible for:

a. Providing the policy-making and corporate management function for the duration of the operational phase.
b. Keeping Elected Members fully informed.
c. Providing spokesmen to respond to requirements from the media for interviews and information.
d. Structuring arrangements to deal with the longer term consequences of the emergency.
e. Financial control of all expenditure incurred by the Highland Council.

25. Directors of other services will be kept briefed at all times and may be co-opted as the situation demands. The purpose of implementing this strategic level of management is to:

a. establish a policy framework for the overall co-ordination of the response,
b. determine strategic aim, objectives and policies and review them regularly ,
c. ensure that those aims, objectives and policies are being met or applied,
d. ensure there are clear lines of communication with tactical managers,
e. ensure co-operation, mutual assistance and support for local responders,
f. ensure there is long-term resourcing and access to expertise for management at all levels,
g. prioritise the demands of tactical managers,
h. allocate resources and expertise to meet tactical requirements,
i. liaise with strategic managers in other agencies, and,
j. plan and co-ordinate recovery from the emergency and facilitate a return to a state of normality

HQ TACTICAL GROUP – (HQ TACTICAL)

26. The HQ Tactical will comprise officers from various services who will operate at a tactical level. The HQ Tactical is responsible for the actual procurement, supply and distribution of resources liaising with other localities, Local Authorities, the Utilities, Armed Forces and Scottish Government. Officers from other Council services will join the Group as the situation demands.

27. Despite the occurrence of a Major or Unusual Incident, the Council will still be expected to provide those services for which it is responsible to a level, as far as is practicable, it would under normal conditions.

28. Members of the CEMT will continue to have their individual services to run and, after the initial callout, will meet at regular intervals to assess the overall situation and at irregular intervals if significant changes in the situation warrant it.

29. The officers from individual services who will make up the Tactical Group will normally work from the Council's Emergency Control Centre (ECC) at Raigmore unless an individual incident dictates otherwise. This will remove them from their normal offices allowing them to concentrate solely on the emergency. Communication links available between the ECC and HQ, allow the Chief Executive and individual Directors to be updated regularly on the situation.

30. The majority of CEMT meetings will be convened within the Headquarters Building, allowing the team's members to remain at the hub of the Council unless circumstances dictate the need for attendance at the Emergency Control Centre in Raigmore.

EMERGENCY CONTROL CENTRE (ECC) - RAIGMORE, INVERNESS

31. The nature and scale of the incident will determine the need for activating the Council's ECC. The main functions of those in the ECC are to:-

a. Act as the focus for the overall co-ordination of the Council's response to a Major Incident.
b. Receive, collate, analyse, display and distribute information.
c. Determine priorities.
d. Implement the Council's response.
e. Support the localities within the Council as requested.
f. Liaise with services, organisations and agencies involved.
g. Request support from Scottish Government, other authorities, armed services and other organisations and bodies.
h. Brief the media and inform the public on the local authority role and response to the Major Incident.
i. Monitor the use of and allocate resources.
j. Maintain effective communication links.
k. Record and assess the financial implications of the Major Incident.
l. Provide situation reports.
m. Maintain a record of events.

STAFFING

32. Any Major Incident is likely to extend beyond the period of a working day - therefore each Service must identify an Officer within their Service Response Plan who will be responsible for preparing rotas and establishing an appropriate shift system.

33. Staff on duty are likely to feel themselves indispensable and are likely to be unwilling to stand down while there is still much work to be done. However, the importance of controlling the effects of stress or fatigue cannot be over-emphasised, and staff must take their breaks and leave the Emergency Control Centre on completion of their allotted shifts after a short hand-over to their reliefs.

RECORD KEEPING AND DOCUMENT RETENTION

34. All officers must keep a record in a personal log, with times recorded, of any key decisions or actions taken. These records will be essential for legal, financial and post-incident debriefing purposes. It must be assumed from the outset that some form of post-incident inquiry will take place. However, any inquiry may take place some time after the incident.

35. All routine document destruction must therefore cease and all documents relating to the incident must be collated and retained securely since all documentation relating to the incident is legally disclosable.

STAND DOWN

36. There may be a phased stand down of individual services when their involvement in the incident is complete. A full stand down will be achieved when the long-term measures to alleviate hardship and repair damage can be dealt with by normal management.

37. Reports on activities from all services should be forwarded to the Chief Executive as soon as possible. A debrief will be held for all agencies involved.

SECTION 6 – ROLES AND RESPONSIBILITIES

ROLES AND RESPONSIBILITIES - HIGHLAND COUNCIL

COUNCIL SERVICES WITH A ROLE DURING THE OPERATIONAL PHASE

1. The Services most likely to be requested to assist during the operational phase of a Major Incident and who form the core of both the Strategic and Tactical Groups are:

- Chief Executive's
- Health and Social Care
- Transport, Environmental and Community
- Housing and Property
- Education, Culture and Sport
- Emergency Planning

2. CHIEF EXECUTIVE'S:

a. Lead and co-ordinate the local authority response.
b. Activate the Strategic and Tactical Groups as required.
c. Liaise with the North Area ACC and other relevant agencies.
d. Manage and co-ordinate information to the media through the Public Relations Manager.
e. Provide the link to Elected Members.
f. Collate reports and prepare briefing material.
g. Provide legal advice.
h. Provide administrative support.

3. HEALTH AND SOCIAL CARE:

a. In partnership with NHS Highland, provide the staff necessary to provide co-ordinated social care support within any Reception Centres that may be opened (also refer to the Emergency Support Centres & Care for People Plan).
b. Lead in the establishment of a *Care for People* team.
c. Lead in the establishment of a Humanitarian Assistance Centre if one is required.
d. Provide and manage a post-disaster counselling service.
e. Care for the welfare of individuals and special groups such as vulnerable and disabled children, including liaison on appropriate financial support.

4. TRANSPORT, ENVIRONMENTAL AND COMMUNITY:

a. Provide civil and structural engineering appraisal and advice.
b. Provide labour, plant, transport and materials.
c. Repair roads and bridges and clear priority routes.
d. Provide assistance to Police Scotland for traffic and crowd control measures by erecting diversion signs and temporary barriers.

e. Reinstate lighting systems and fixtures and provide temporary lighting.
f. Provide assistance, via the communications section, with radio systems and local on-site communications.
g. Take the lead role in any flooding event.
h. Take the lead role in any coastal oil pollution incident.
i. Assemble the Recovery Working Group under the chairmanship of the Environmental Health Manager.
j. Provide advice if any incident has implications for the safety of food, fish, agriculture commodities or non-food goods and enforce any control measures.
k. Identify and control sites for temporary or permanent disposal of contaminated food.
l. Take action to safeguard the public against environmental conditions which are prejudicial to public health - including chemical spillages, pollution monitoring and provision of clean water supply.
m. Liaise with the Scottish Environment Protection Agency (SEPA) and Scottish Water.
n. Provide advice on the handling, storage and transportation of petroleum products and industrial explosives.
o. Respond to requests for assistance from the Food Standards Agency/Scottish Executive Environment and Rural Affairs Department if any incident involves implications for the safety of food, animals or agricultural commodities.
p. Take lead local authority role in any foot and mouth, rabies, anthrax or other animal health incident.

5. **HOUSING AND PROPERTY:**

a. Provide Officer/s to make needs assessments at any Reception Centre.
b. Provide emergency temporary accommodation for people made homeless by any incident.
c. Provide heating or undertake emergency repairs to make homes safe and secure on an emergency basis.
d. Render safe or demolish damaged buildings.
e. Arrange for the removal of debris.
f. Provide labour, small plant, transport and materials as required.

6. **EDUCATION, CULTURE AND SPORT:**

a. Provide Secondary School premises if required for Reception Centres.
b. Arrange and co-ordinate emergency feeding for evacuees and uninjured survivors at Reception Centres in schools, if required to back-up British Red Cross or RVS.
c. Provide custody and care for children attending school at the time of an incident until handed over to a parent or guardian.
d. Provide information to parents and guardians in liaison with the Public Relations Manager.

7. **EMERGENCY PLANNING:**

a. In liaison with the Chief Executive, help co-ordinate the initial local authority and non-emergency services response to an incident.

b. Advise and assist the local authority during the incident.
c. Advise and assist the local authority in leading the recovery and return to normality.
d. Work closely with all agencies in the Highland area concerned with the protection of people and the environment.

COUNCIL SERVICES WITH A SUPPORTIVE ROLE

8. **FINANCE:**

a. Collate the extraordinary expenditure entailed by the incident for local authority services and supporting voluntary organisations.
b. Allocate appropriate cost centre/s and codes for emergency expenditure.
c. Administer any Disaster Fund arrangements.

9. **PLANNING AND DEVELOPMENT:**

a. Preparation of maps and diagrams.
b. Arrange for technical appraisal of the structural safety of buildings.
c. Provide architectural drawings and building plans.

OTHER AGENCIES ROLES AND RESPONSIBILITIES

10. **POLICE SCOTLAND (PS).** Responding to emergencies is a normal feature of the work of Police Scotland. The normal role and responsibilities of Police Scotland encompass the protection of life and property. In responding to a major incident, Police Scotland's responsibilities may be summarised as follows:

- The saving of life in conjunction with the other emergency services.
- Co-ordination, Command, Control and Communication between the emergency services and other responding agencies during the emergency phase of the incident.
- To call out or place on standby essential services.
- The protection and preservation of the scene.
- The investigation of the incident in conjunction with other investigating bodies where applicable.
- The collation and dissemination of casualty information.
- Co-ordination of the response to the media in the emergency phase.
- Identification of the dead on behalf of the Procurator Fiscal who is the principal investigator when facilities are involved.
- Assist The Highland Council with restoration of normality at the earliest opportunity.

11. **SCOTTISH FIRE & RESCUE SERVICE (SFRS).** Responding to emergencies is a normal feature of the work of the Fire & Rescue Service. The normal roles and responsibilities of the Fire & Rescue Service are derived from its long experience in fire fighting and rescue operations and encompass the saving of life and the protection of property. In responding to a major incident the SFRS's responsibilities may be summarised as follows:

- Liaison with co-located personnel to develop a strategy to prevent the further escalation of the incident by tackling fires, dealing with released chemicals and other hazardous situations.
- The rescue of trapped casualties.

- Liaison with the Medical Incident Officer and other medical services with regard to the provision of assistance at ambulance loading points and the priority evacuation of injured persons.
- Participation in investigations as appropriate and preparing reports and evidence for inquiries.
- Stand-by if necessary during the non-emergency recovery phase to ensure continued safety at and around the site.

12. **SCOTTISH AMBULANCE SERVICE (SAS).** As one of the emergency services, the SAS receives emergency calls from the public and invariably provides the first National Health Service response to an incident. The SAS provides a comprehensive accident and emergency service, non-emergency patient transport service and an integrated air ambulance service. The SAS's responsibilities in responding to a major incident include:

- The saving of life and the provision of immediate care to patients at the scene of a major incident and in transit to hospital.
- The alerting of hospital services and immediate care GPs.
- The management of decontamination for people affected by hazardous substances, prior to evacuation from the scene.
- The evacuation of the injured from the scene in order of medical priority.
- Arranging and ensuring the most appropriate means of transport for the injured to the receiving hospital or other medical centres.
- The supply of patient care equipment to the scene of a major incident.
- The transport of appropriate medical staff and their equipment to the scene of a major incident.
- Alerting and co-ordinating the work of the Voluntary Aid Societies acting in support of the SAS at the incident site (e.g. British Red Cross and St Andrews Ambulance Association.
- The restoration of normality.

13. **NHS HIGHLAND (NHSH).** Highland NHS Board is accountable to the Scottish Government Health Department for the overall assessment of health care needs within the Highland area, including a planned response to deal with the consequences of a major incident or major emergency, and for arranging the provision of health care services to meet those needs. (also refer to the Emergency Support Centres & Care for People Plan).The Board's responsibilities in responding to a major incident include:

- Assign the Director of Public health, or his/her representative, to the Strategic Co-ordination Centre.
- Provide appropriate support for the joint agency media cell and media management.
- Provide a Medical Incident Officer and appropriate medical services at the incident site.
- Provide a Site Medical Team if required at the incident site.
- Provide medical treatment and health care to casualties.
- Provide health care advice to participating agencies and the public.
- Liaise with other Health Boards to enlist appropriate support.
- Advise the Scottish Government Health Department of health-related issues and maintain communication.
- Co-ordinate and chair a Scientific and Technical Advice Cell (STAC) if required.

14. **MARITIME AND COASTGUARD AGENCY (MCA).**

- MCA/HM Coastguard (HMCG) has primary responsibility for providing help to any vessel in need of assistance.
- HM Coastguard is able to provide assistance in natural events such as flooding or severe weather.

- HM Coastguard has the responsibility of broadcasting Marine Safety Information, including Navigation Warnings, Weather, Subfacts and Gunfacts information on VHF and Medium Frequency.
- Coastguard rescue teams are equipped with vehicles, lighting, Rope rescue equipment, search equipment and Marine VHF Radio Communications.
- Coastguard teams are able to communicate with rescue vessels at sea, Search and Rescue Helicopters, Police/Air Ambulance units and fixed wing Search and Rescue aircraft. They are also able to set up and man Helicopter Landing Sites.
- For non-coastal incidents, Coastguard rescue teams will carry out duties delegated to them in support of other emergency services.
- MCA has the statutory duty for responding to pollution at sea the National Contingency Plan for Marine Pollution from Shipping and Offshore Installations (NCP). The NCP also outlines the role of the Secretary of State's Representative (SOSREP) who is able to exercise "ultimate command and control" and has the authority to make all decisions relating to maritime intervention and/or the salvage process.
- In the event of a major oil spill, the MCA will:
    - Be the lead agency in action at sea
    - Act as primary point of contact
    - Provide advice and technical/scientific expertise
    - Classify, categorise and monitor marine pollution
    - Co-ordinate response in accordance with The National Contingency Plan for Marine Pollution from Shipping and Offshore Installations (NCP).
    - Establish the Shoreline Response Centre (SRC) with The Highland Council
    - Provide access to the government stockpile of oil spill clean-up equipment/resources.

15. **NEIGHBOURING AUTHORITIES.** The responsibility of activating mutual arrangements between neighbouring authorities lies with the Council's Chief Executive and his opposite number in any adjoining authority.

16. **NETWORK RAIL.** As both infrastructure owner and controller, Network Rail has primary responsibility for the management and co-ordination of all railway partners involved in the emergency response to a major rail incident. In the event of a major incident being declared, Network Rail will implement its National Emergency Plan as dictated by the nature and complexity of the incident. A Rail Incident Commander (RIC) will be deployed as part of any multi-agency Strategic Co-ordinating Group that may be formed in response to a major incident. A Rail Incident Officer (RIO) will be deployed to the incident site at tactical level and will act as the focal point for the rail industry at multi-agency meetings

- Actions of Network Rail. Upon receiving advice that a major incident has occurred then the Route Control Manager at Network Rail Infrastructure Control will: -
    - Ensure that all rail traffic has been stopped on the affected line(s).
    - Obtain an isolation of the Overhead Line Equipment as required.
    - Advise the emergency services and confirm that they are responding.
    - Implement Network Rail's Emergency Plan and ensure that On Call staff respond to the site.
    - Advise the Duty Operations Manager, First ScotRail Control Room of the Incident
    - Mobilise an Incident Command Vehicle to the site.
- The key responsibilities of the RIO at the initial stages of an incident are:

- Ensuring site safety, (protection of the line(s) concerned, rail traffic stopped, overhead line equipment isolated as necessary).
- Making an assessment of the situation to enable the appropriate response to be mobilised by way of staff, equipment and facilities.
- Arranging for the preservation of evidence, including infrastructure, rail vehicles and the surrounding environment.
- Arranging assistance for Network Rail staff, Train Operating Companies, Freight Operating Companies, other rail industry partners contracted agencies and contracted voluntary agencies such as the Royal Volunteer Service (RVS).
- Reporting of rail incidents to statutory authorities such as Office of Rail Regulator (ORR/HMRI) and the Rail Accident Investigation Branch (RAIB). Network Rail will ensure that the incident is managed and investigated in accordance with applicable Railway Group Standards, Codes of Practice and Network Rail's National Emergency Plan to restore normality as soon as possible.

- In addition to the initial key responsibilities, the RIO will attend on site and will;
  - Ensure that the resources required to respond to the incident are requested.
  - If a Strategic Co-ordinating Group is being set up, ensure that the Rail Incident Commander is advised of the details.
  - Implement the train service contingency plans accordingly in conjunction with the Duty Operations Manager, First ScotRail Control Room.
  - Ensure that support for the RIO is provided from initial response through to recovery of the incident.
  - Ensure that a representative is appointed to provide media response.

17. **FOOD STANDARDS AGENCY (FSA).** The Food Standards Agency is responsible for all aspects of food safety. In the event of a major emergency anywhere in Scotland, (nuclear or otherwise) FSA Scotland would lead on all food safety issues, assessing any implications on the food chain and implementing countermeasures as necessary. It will maintain a capability to;

- Give advice about the impact of contamination on food and on areas of ground used for food production purposes.
- Give advice on the development of a decontamination plans.
- Assist in planning the post-incident survey and monitoring programme in liaison with the Local Authority.
- Provide information to consumers and protect their interests through open and effective food enforcement and monitoring.

18. **HEALTH AND SAFETY EXECUTIVE (HSE**). The HSE will maintain a capability to;

- Contribute relevant expertise regarding industrial/major hazard sites e.g. nuclear or COMAH sites.
- Provide specialist advice on the risks to workers and others at the incident site from chemical, biological or radiological contamination.
- Give advice on decontamination plans and safe systems of work associated with carrying out decontamination activities.
- Assess the adequacy of site owner's proposals in protecting health and safety of workers and members of the public who may be exposed to risk.
- Give advice on site clearance plans and safe systems of work associated with carrying out site clearance activities.

- Ensure enforcement of health and safety regulations at the incident site; during the transportation phase and at the end point disposal facility.
- Give advice about safe systems of work for testing whether decontamination is successful.

19. **SCOTTISH ENVIRONMENT PROTECTION AGENCY (SEPA).** SEPA is responsible for environmental protection in Scotland and adopts an integrated approach to the protection and enhancement of water, air and land and associated natural resources. Additionally, SEPA has powers to prevent, minimise or reduce pollution of the environment and enforces environmental legislation. SEPA performs the following functions:

- Regulates the treatment, storage, movement and disposal of waste.
- Provides, as flood warning authority, regularly updated information on flood warnings (Floodline) across Scotland.
- Regulates the disposal of radioactive waste and manages Scottish interests in the Radioactive Incident Monitoring Network (RIMNET).

20. **SCOTTISH GOVERNMENT RURAL PAYMENTS INSPECTION DIRECTORATE (SGRPID).** This Directorate continues to have a significant role with responsibilities for food supply, animal welfare, farming and fishing. They would also have a role in providing support to the FSA within any affected area(s).

21. **ANIMAL HEALTH & VETERINARY LABORATORIES AGENCY (AHVLA).** The AHVLA provides laboratory-based scientific and on-farm services, and is responsible for advising policy-making departments on the delivery aspects for animal health and welfare policy decisions. Key roles include:

- Disease surveillance and provision of advice to livestock keepers.
- Management of disease controls.
- Responding to cases of notifiable disease.

22. **SCOTTISH WATER (SW).** Scottish Water has the following specific responsibilities to;

- Render safe, damaged or threatened plant or supply pipes or sewerage systems.
- Ensure the continuing availability of a safe, drinkable water supply.
- Ensure an adequate supply of water for fire-fighting.
- Liaise with the local authority in any flooding incident.
- Shut off damaged water supply to prevent flooding.
- Take lead role, in support of SEPA, in any inland water pollution incident.

23. **MARINE SCOTLAND.** Marine Scotland has the following responsibilities to;

- Monitor and explain the status and trends of contaminants (including toxins) and their effects in coastal, inshore and offshore waters.
- Support regulation of sources of marine pollution.
- Provide an emergency response for marine environmental incidents and crises.

24. **SCOTTISH NATURAL HERITAGE (SNH).** SNH is the Government's principal statutory adviser on issues affecting the natural heritage of Scotland and will provide advice on the likely impact of pollution or any proposed clean-up and its effects.

25. **HISTORIC SCOTLAND.** Historic Scotland is directly responsible to Scottish Ministers for safeguarding the nation's built heritage, including scheduled monuments, listed buildings and buildings in conservation areas.

26. **HEALTH PROTECTION AGENCY (HPA).** The HPA plans and delivers effective and specialist national services which co-ordinate, strengthen and support activities aimed at protecting all the people of Scotland from infectious and environmental hazards. This is done by providing advice, support and information to health professionals, national and local government, the general public and a number of other bodies that play a part in protecting health. It seeks to achieve its aim by;

- Ensuring a consistent, efficient and effective approach in the delivery of health protection services by NHS related agencies;
- Co-coordinating the efforts of public health agencies in Scotland in health protection, especially when a rapid response is required to a major threat;
- Helping to increase the public understanding of, and attitudes to, public health hazards and facilitating their level of involvement in the measures needed to protect them from these;
- Being the source in Scotland of expert advice and support to government, NHS, other organisations and the public on health protection issues;
- Helping to develop a competent health protection workforce;
- Improving the knowledge base for health protection through research and development.

VOLUNTARY AGENCIES.

27. The Voluntary Agencies will have an important role in any emergency, especially in a welfare capacity. Below is a very brief outline of the different groups which could be called upon to help.

28. **BRITISH RED CROSS (BRC).** The BRC can provide assistance in the form of first aid with some members also trained in counselling. The BRC has undertaken to manage any Emergency Support centre that may be established and, in the case of Evacuee Reception centres, will register evacuees as necessary (also refer to the Emergency Support Centres & Care for People Plan). In addition, BRC are the custodians of Scottish Government's emergency communications vehicle which can be called on to act as a local authority Forward Control Point if needs be.

29. **ROYAL VOLUNTARY SERVICE (RVS).** The RVS can be called on to assist in the event of a Reception Centre being established. They are trained to provide assistance in the registration of evacuees, refreshments and general welfare. In addition to staff, they can provide blankets and some clothing.

30. **HIGHLAND 4x4 RESPONSE.** The group is made up of volunteers who can be asked to use their 4x4 vehicles to transport people such as home carers, NHS medical staff, and other emergency services, or to transport essential equipment when roads are not suitable for normal vehicles. They do not provide a taxi service, nor are they a breakdown or recovery service and are only called out following a request from those organisations with which they have a memorandum of understanding.

31. **SKY WATCH (UK CIVIL AIR PATROL).** Sky Watch, also called the UK Civil Air Patrol, is a voluntary air observation organisation which may provide aerial observation over land and water. Sky Watch may help to identify situations where people and property are at risk and then reporting such incidents to and working with the statutory emergency services and other such bodies. Liaison is always through Police Scotland.

32. **AMATEUR RADIO OPERATORS (RAYNET).** Licensed Radio Operators of Raynet are capable of providing communications on a local, national and even international scale. They will provide assistance with the provision, operation and maintenance of additional radio communications working from a fixed "base" station or "mobile" stations. Contact should be made through Emergency Planning.

33. **SALVATION ARMY (SA).** The Salvation Army can provide spiritual assistance, welfare/comforting support and general manpower.

MILITARY AID TO THE CIVIL COMMUNITY (MACC).

34. **GENERAL.** Military resources can be requested to give aid in the event of an emergency. In an emergency, more than one agency may be making requests, therefore the local authority dealings with the military should be directed through the Emergency Planning Unit. A more detailed account of MACC is given at Appendix 1 to this Section as background information. Please note, however, that if the request is for SAR (Search and Rescue) support in the form of helicopters or Mountain Rescue Teams (MRTs), then this should be made to the Aeronautical Rescue Co-ordination Centre (ARCC) and not via the normal MACC route.

NB It is important that **ALL** requests and subsequent dealings with the MOD are made through either Emergency Planning or Police Scotland.

SECTION 6 - APPENDIX 1: MILITARY AID TO THE CIVIL COMMUNITY (MACC)

GENERAL

1. Request for aid from the Armed Services in an emergency (this specific type of aid is referred to by the Services as “Category A" assistance) should be made through Emergency Planning. Local Commanding Officers have authority to provide support where it is urgently necessary for the alleviation of distress and preservation and safeguarding of lives. This assistance will be short term and further requests for military assistance should be made in accordance with Annexes 5A & 5B to *Operations in the UK: The Defence Contribution to Resilience, Joint Doctrine Publication 02 (2nd Edition)*. Some examples of the circumstances in which the Military may become involved are given below.

FINANCIAL ASPECTS

2. The general principle is that monies specifically provided by Parliament for Defence purposes are not to be used for other purposes and therefore that civil organisations for which the Armed Forces perform services outside the scope of normal military duties should pay for some or all of the costs. However, charges are usually waived when the Services are employed to save human lives.

3. In assessing the charges to be made, training benefits to the Services and the commercial cost of performing the task will be taken into account. Apart from the waiver regarding saving life, extra costs may be charged for the period of immediate danger to life and property. Extra costs are defined as those directly attributable to the task and are explained more fully in the following paragraph.

4. Extra costs include the following items:

- Basic pay and allowances of the personnel involved.
- Personal travel, subsistence and other special allowances.
- Hire charges for machinery and equipment, movement and running costs.
- Construction materials if provided by the Ministry of Defence, overheads and other relevant charges.

INDEMNITY AGAINST CLAIMS

5. The Services insist on being safeguarded in respect of any claims which may be made against them while giving assistance to a local authority. Additionally, that authority will be required to undertake not to make any claims against the Ministry of Defence as a result of the assistance.

SOME EXAMPLES OF MACC TASKS

6. The command structure of disciplined bodies or servicemen with their radio communications, so important in such an emergency, can fit alongside the local government structure and the following are some ways in which the Services can help:-

- Obtaining Information. Helicopters and small reconnaissance parties can provide the response with an accurate overall picture of the incident so that resources can be put to best use.
- Cordoning. In certain emergencies it is important that sightseers be discouraged from hindering helpers in their work. The Services can help the Police in this respect; also in keeping roads free for urgent transport.
- Medical. The medical services can help local doctors and Health Services, providing extra doctors, and, if required, field hospitals and field hygiene units.

- Search and Rescue. Specialist assistance is available in life saving operations involving for example Air Sea Rescue, mountaineering accidents and the transport of seriously ill patients to hospital.
- Engineering. The Royal Engineers, if called in early, can use bridging and ferry equipment for crossing gaps, and use plant for clearing areas and for water supplies.
- Reconnaissance. In any disaster or emergency it may be important to invite the Military to make an early reconnaissance to find out what help they can give if they are to be of the greatest use.

POINTS FOR INCLUSION IN ANY REQUEST FOR MACC SUPPORT

7. It will help the service authorities to consider requests for assistance if, whenever possible, the following details are given in any application:

- Name, address and telephone number of the requesting organisation together with the name and appointment of the responsible official.
- Brief statement of the task.
- Estimated duration of the task.
- Estimated men, transport, stores and equipment required.

SECTION 7 - EMERGENCY RESPONSE

GENERAL

1. The response to any Major Incident occurring anywhere in the Council's area is based upon the tactical-level response of the locality's Emergency Teams, as described in Section 3, co-ordinating to provide effective direction, usage of resources and communications. This will be done in co-operation with the uniformed emergency services, voluntary and other agencies, throughout the various stages of any Major Incident. A schematic of Highland Council's response structure is shown at Appendix 1 to this Section.

UNIFORMED EMERGENCY SERVICES

2. In most cases when a major emergency or incident occurs the Police will be the first to respond and they are responsible for control and co-ordination at the incident site, where a designated Police Officer will assume the role of "Incident Officer", liaising with the Senior Fire, Ambulance and MCA/HM Coastguard Officers as applicable.

Note: Where there is a fire involved, the operational control on the fireground and the measures to fight the fire lie with the Chief Fire Officer.

3. The Police responsibilities are summarised as follows:

- Preservation of life.
- Co-ordination of Emergency Services.
- Control of traffic.
- Casualty/Survivor/Evacuee Documentation.
- Protection of property.

4. The Police Incident Officer is responsible for establishing a Forward Control Point (FCP), which initially may only be a radio equipped car, at the incident site.

5. The Police Major Incident Control Room would normally be established in Divisional Police HQ Inverness. However, it is usually likelier that a multi-agency tactical group will form adjacent to the Police Area Control Room (ACR). Under some existing plans facilities have been made to locate remotely a Tactical Co-ordinating Group outwith Inverness, e.g. NRTE Vulcan off-site plan for Caithness sees a Tactical Co-ordinating Group setting up within Wick Police office.

LOCAL AUTHORITY
(See Section 1 for Alerting Cascade and Section 2 for Immediate Actions Guide)

6. **Usually, it will be the Police Area Control Room (ACR) that will alert one of the Council's three Duty Officers (these are Area-based) who in turn will contact the City Manager or the appropriate area Senior Ward Manager or the Corporate Manager.**

7. **If the incident is declared an Unusual or a Major Incident, the Alerting Cascade in Section 1 will be activated.**

8. **The City or area Senior Ward Manager, on being advised of the incident, will assess the need for activating the local Emergency Team and opening and staffing the local Emergency Centre.**

9. **If deemed necessary the City/Senior Ward Manager will call out the local Emergency Team to fully staff the local Emergency Centre.**

10. **The City/Senior Ward Manager will contact and advise the Council's Duty Director who will decide whether or not to put the CEMT on standby. The role of the Duty Director is described below.**

11. **The Council's ECC will be put on standby and Emergency Planning will alert the ECC Support Team.**

12. **A locally-based officer, normally the relevant Ward Manager, will attend at the Incident Site to act as the Council's Liaison Officer (LO). This LO will report to the Police Incident Commander.**

13. **An appropriate Head of Service will be designated as Emergency Co-ordinator by either the Chief Executive or the Duty Director. This senior officer will attend at the ECC to co-ordinate all activities within the ECC and will liaise frequently with both the Chief Executive and the Duty Director.**

14. **Emergency Planning will also place the HQ Tactical Group on standby and will attend any multi-agency Tactical Co-ordinating Group (TCG) in the Force Operations Centre.**

ROLE OF THE HIGHLAND COUNCIL DUTY DIRECTOR

15. The role of the Duty Director is not designed to be an onerous one and is filled, on rotation, by all members of SMT less the Corporate Manager. Ideally, the period of Duty Director should be for either 1 or 2 weeks at a time. Where appropriate, the Duty Director will elevate the incident to the Chief Executive (or in his absence to the Depute or Director TECS). A rota will be maintained by the Chief Executive's office and details circulated across SMT, Public Relations, TECS Duty Officers and Emergency Planning. The requirements of this role are:

- Be ready and available throughout the duty period to respond to any emergencies which may require a response from Highland Council.
- Be contactable throughout the duty period.
- If contacted by one of the Council's Duty Officers or by one of the Senior Ward/City Managers, offer support and advice and if necessary authorise emergency expenditure and deployment of Highland Council resources.
- Maintain contact with the City/Senior Ward Manager. If the City/Senior Ward Manager is not available, then contact should be made with the appropriate ARCW Manager.
- Where appropriate, the Duty Director will elevate the incident to the Chief Executive (or in his absence to his Depute or the Director of TECS)
- In the event of a Major Incident being declared:
    - Attend, if formed and if reasonably able, the Strategic Co-ordination Group to represent Highland Council or arrange for another Director to fulfil this role.
    - Alert all relevant members of the Senior Management Team and deploy as appropriate.
    - Discuss with the City/Senior Ward Manager whether the Council's Emergency Centre should be activated and, if agreed, arrange for appropriate attendance by a Head of Service as Emergency Co-ordinator.
- Continue to fulfil the role of Duty Director in case of any other emergencies occurring.

16. A short *aide memoire* is provided at Appendix 2 to this Section for the use of Duty Directors, SMT Members, and Senior Managers.

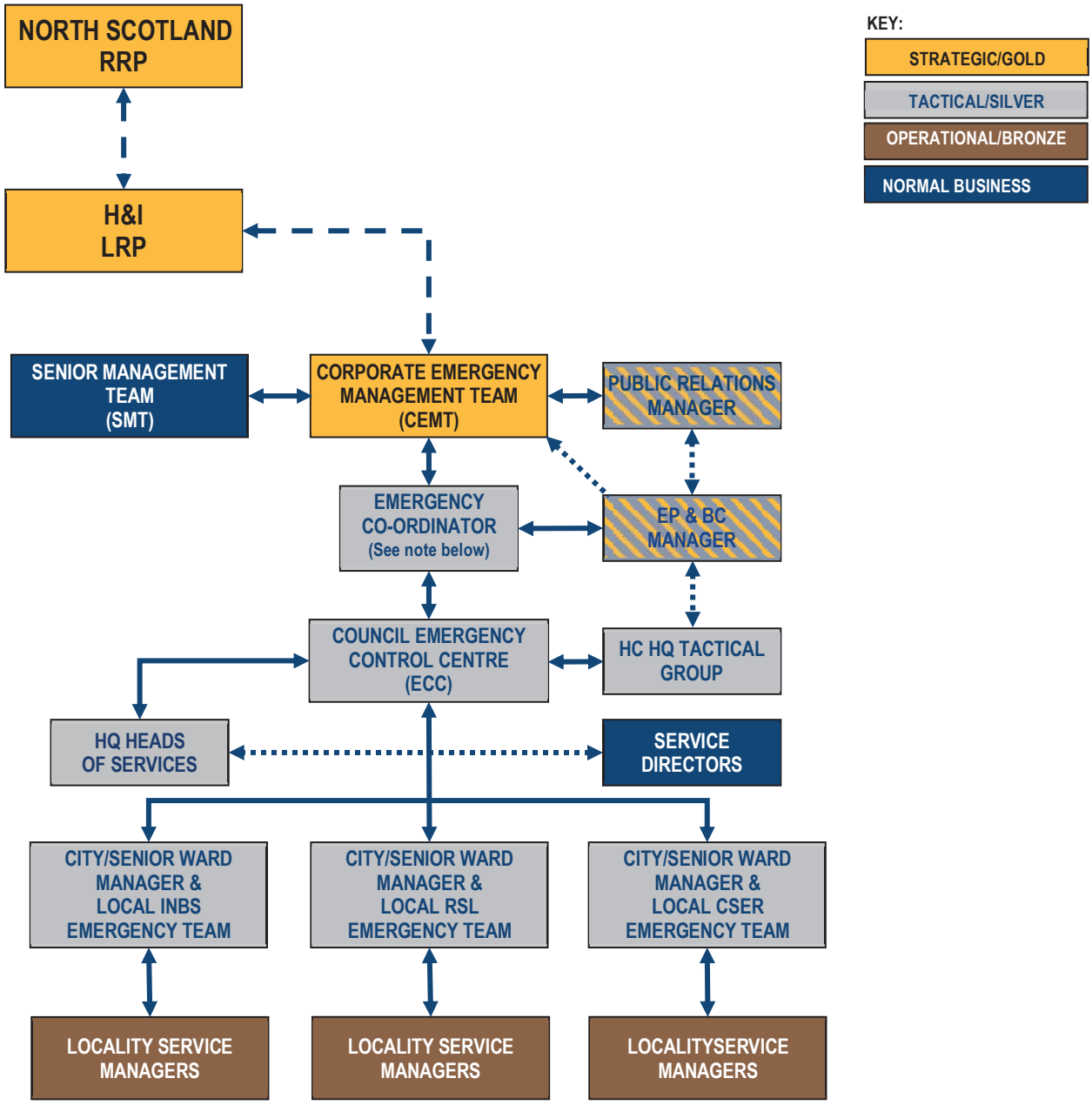
SUMMARY

17. Experience has shown that an apparently minor emergency can quickly and unpredictably escalate into a Major Incident. On the precautionary principle, it is far easier to stand down after a "false alarm" than it is to rush to catch up belatedly with rapidly moving events. Individuals need to be given the earliest possible warning of a potential need for assistance giving them time to:

- In turn, activate or place on standby, other staff members.
- Gain a growing understanding of the incident as information becomes available.
- Think and plan ahead.
- Relay warnings or briefings of a potential risk through their management structures.
- Prepare for deployment of resources.

18. Emergency Planning staff, in either the Force Operations Centre or the Council's Emergency Control Centre, will be informed as developments occur by the local Emergency Centre and any LOs deployed to the incident site. Emergency Planning will then keep the Council Chief Executive up to date.

SECTION 7 - APPENDIX 1: HIGHLAND COUNCIL RESPONSE STRUCTURE



NOTE: The Emergency Co-ordinator role will be filled by selected Heads of Service dependant on the nature of the incident. The staffing demands on the senior (strategic) level to represent the Council on the SCG will be high, particularly if the incident is a protracted one and the need for the strategic co-ordination of core business remains. This makes it necessary to make full use of Heads of Service in this role.

SECTION 7 - APPENDIX 2: CHECKLIST FOR DUTY DIRECTOR, SMT MEMBERS AND SENIOR MANAGERS

FACTS & IMMEDIATE CONSIDERATIONS:	*ACTIONS*
1. START PERSONAL LOG! 2. Obtain fullest information from the caller (if not the Council Duty Officer) including call-back number. 3. Incident location, scale and time of occurrence (including potential for escalation). 4. What has been done so far in the response, including organisations involved, required or requested. 5. Has a MAJOR INCIDENT been declared? 6. Has an UNUSUAL INCIDENT been declared? 7. Current time of day/night, weather and other environmental factors. 8. Numbers of people involved (injured, killed, evacuated, etc). 9. Specific requests already made to Highland Council. 10. Potential duration of the incident. 11. Discuss with Corporate Manager: • Resources that Highland Council could offer. • Activation of the Council's Emergency Control Centre (at Raigmore).	
WHO? WHAT? WHERE? WHEN? WHAT'S BEING DONE? WHY? SO WHAT?	
FURTHER CONSIDERATIONS: 12. Inform Chief Executive. 13. Contact other members of SMT and determine who is available. 14. Deploy member of SMT to the Strategic Co-ordination Group, if formed (at Police HQ). 15. Deploy selected Head of Service to the Council's Emergency Control Centre (if activated) to act as Emergency Co-ordinator. 16. In conjunction with the Duty Officer, alert key staff in accordance with the General Emergency Plan alerting cascade. 17. Deploy Liaison Officers to other key locations. 18. Other available members of SMT to meet - form CEMT? 19. Extra-ordinary expenditure might now result. 20. Delegation of personal work in progress. 21. Own work and domestic arrangements if having to deploy. 22. Own personal protective equipment and "GO bag". 23. Make contact with Chief Executives of adjacent councils.	

SECTION 8 - WARNING AND INFORMING

INFORMATION TO ELECTED MEMBERS

1. It will be the responsibility of the Chief Executive at suitable intervals to keep Elected Members fully informed of actions being taken on their behalf.

INFORMATION TO THE PUBLIC

2. The Police are normally responsible for warning the public of present or anticipated danger. Such warning may be given by:

- public address system, by foot patrol or by mobile unit;
- door to door visits;
- the Media.

3. The provision of accurate information to the public following a Major Incident is essential to reassure the local population and others who could be affected, and to give practical advice relating to the consequences of the incident (such as safety of food and water supplies, housing, welfare and financial assistance). This action will help to reduce the number of unnecessary enquiries.

4. The information and advice should be channelled through the Council's Public Relations Manager who will arrange for it to be broadcast or published as necessary through the Media. If the incident is protracted, local Information Centres would be opened at designated locations such as libraries, service points, community centres and schools.

5. The Council's Public Relations Manager, as a member of the HISCG Public Communications Group, will ensure that liaison is established across the Emergency Services, other statutory agencies such as government departments and all responding agencies, to co-ordinate any release of information.

6. A local authority help line using an 0800 number would be set up within the Emergency Control Centre at Raigmore, staffed by local authority personnel supplemented by voluntary organisations, where appropriate.

7. The collection, collation and provision of information about casualties is the responsibility of the Police Casualty Bureau.

INFORMATION TO THE MEDIA

8. A Major Incident or national disaster attracts media attention and representatives of the local, national and possibly the international press, radio and television would attend. The media response will focus initially on the scene of the incident. The issue of regular bulletins by the emergency services will help satisfy the needs of the media for a while.

9. At an appropriate time, the media will expect comprehensive details of the incident. The police, in conjunction with the other emergency services and the local authority, may decide to open a Media Briefing Centre to provide a single source of information, away from the incident scene. Media interest in casualties, survivors and evacuees will be centred on Hospitals, Emergency Support Centres and possibly Emergency Mortuaries. Every effort should be made to protect the interests of those affected by the incident against intrusion. Media visits to such locations should only take place with approval and under supervision.

10. All statements to be issued to the Press on behalf of the Council must first be approved by the Chief Executive or, if this is not practicable for whatever reason, by the Duty Director. Statements issued must be

factual and officers must resist attempts by the Media to elicit opinions of the authority's activities and should refer all enquiries to the Public Relations Manager.

DOs

- Stick to the facts.
- Have the confidence in yourself and your command of the situation to take a positive attitude towards the Media; a positive attitude more than anything else will stamp your authority on the incident.
- Explain where and by whom questions can be answered if you yourself cannot help.
- Contact the PR team immediately if further developments are likely.
- Remember that while you may not be an appointed spokesperson, your attitude to the media and what you say reflects on everyone else involved.
- Ask the name, organisation and return telephone number of any journalist to whom you speak; this helps both parties.
- Inform the PR section of any journalist whose behaviour you find unacceptable.
- Offer guidance whenever you can; it helps no one to have the Media going off in the wrong direction.

DON'Ts

- Don't use a fact unless you're certain of it.
- Don't speculate; your speculative interpretation will end up as somebody else's hard fact.
- Don't hinder or obstruct; it achieves nothing and merely creates problems for others.
- Don't say "No Comment" under any circumstances; it is a negative remark which is seen as confirmation that you have something to hide.
- Don't be afraid to say "I don't know".
- Don't pass the buck; journalists don't disappear; they go elsewhere if you won't help.
- Don't automatically deny access or assistance; ask yourself why you can't help before refusing it.
- Don't allow yourself to be distracted from the main task; try to explain why you are too busy to help.

SECTION 9 - FINANCIAL ARRANGEMENTS AND LEGISLATION

POWER TO INCUR EXPENDITURE

1. Under Section 84 of the Local Government (Scotland) Act 1973, local authorities are empowered to incur expenditure (without the prior consent of the Secretary of State) when an emergency or disaster involving destruction of, or damage to, life or property occurs, is apprehended, or is imminent. Local authorities are required to notify the Secretary of State of any action taken which has involved or will involve expenditure of funds under this Section.

SOCIAL WORK (SCOTLAND) ACT 1968

2. Local Authorities also have power under Section 12 of the above Act to give assistance in kind or in cash in certain circumstances. Social Work Services will be able to keep the Emergency Group informed.

THE SCOTTISH WELFARE FUND

3. On behalf of the Scottish Government, local authorities administer The Scottish Welfare Fund which provides for Crisis Grants and Community Care Grants. Crisis Grants can be paid in the event of crisis to meet expenses that have arisen as a result of an emergency or disaster in order to avoid serious damage or serious risk to the health or safety of the applicant or their family. The key test of eligibility for a Crisis Grant is the severity of the applicant's situation and the likely impact on them and their family. If an applicant is not in receipt of qualifying benefits and the local authority is satisfied that the applicant does not have any other means of support, and an award would avoid serious damage or serious risk to the health or safety of the applicant or their family, the local authority may make an exception. The number of awards that any person can receive should normally be limited to three in any rolling 12 month period across all local authorities. Community Care Grants are intended to support independent living.

HOUSING (SCOTLAND) ACT 2006

4. It may be necessary for housing authorities to co-ordinate arrangements for carrying out essential repair to privately owned houses, as well as to council houses. Normal insurance cover would usually meet the cost of repairs to private property, but occasionally it might be necessary to make financial help available to needy owners under the scheme of assistance.

BUILDING (SCOTLAND) ACT 2003

5. Sections 29 and 30 give the local authority powers in relation to buildings which are dangerous. There are no powers to recover from owners the costs of tacking or making safe dangerous buildings.

CIVIC GOVERNMENT (SCOTLAND) ACT 1982

6. Section 87 gives the local authority power to require works to buildings with costs recoverable from owners.

FOOD AND ENVIRONMENT PROTECTION ACT 1985

7. Part 1 of the Food and Environment Protection Act 1985 aims to protect the public from food at any stage of the production or processing chain which has been rendered unsuitable for human consumption as a result of a Major Incident involving an escape of harmful substances. Food is taken to include crops or creatures from which food can be derived, and fish whether from fresh water or sea water.

8. The powers of the Act are intended to be used only in exceptional circumstances where there has been a Major Incident involving the escape of substances. It is not possible to predict the precise form of such an emergency, but the Chernobyl disaster is an example of the type of incident which could lead to the use of powers under the Act.

9. Under the Act a number of "Core" Officers have been issued with Warrants and a comprehensive list is held by the Council's Environmental Health Section.

INSURANCE

10. The personal accident policy covers employees and all volunteers (assisting the Emergency Planning Unit). Volunteers are insured under the Council's existing public liability policy.

DISASTER FUNDS

11. Recent disasters have highlighted the spontaneous generosity of the general public and organisations through gifts of cash donations for the relief of distress or hardship of the victims. The Director of Finance will be responsible for the administration of the Fund.

12. The following points must be addressed:

- The title of the fund.
- Its objectives.
- Arrangements for receiving donations.
- Appointment of trustees.
- Publicity.
- Appointment of bankers and auditors.
- Distribution policy.

13. Additional information is provided by the Inland Revenue in "Guidelines on the Tax Treatment of Disaster Funds".

14. The British Red Cross Disaster Appeal Scheme provides a comprehensive guide to setting up a post-disaster appeal fund with national-level support, especially that of the retail Banks and Post Office. It includes a Charitable Trust Deed, approved by the Charity Commissioners for England and Wales, as well as Discretionary (non-charitable) Trust Deed and Trust Deed for use in Scotland. The leadership organisation, ownership, trusteeship, decision-making, disbursement of money and the accountability of a Fund are the responsibilities of the Trustees. This Disaster Appeal Scheme, offered by the British Red Cross, is designed to help them (and the appropriate local authority) discharge these responsibilities, as needed: not in any way an attempt to usurp them.

EMERGENCY MORTUARIES

15. **National Emergency Mortuary Arrangements (NEMA).** A large number of fatalities or body parts in a Major Incident will exceed the capacity of existing mortuaries. Arrangements are in place to call upon national resources in the event of a very large number of fatalities and a suitable site for constructing NEMA has been identified in a separate plan[3].

[3] The HISCG Mass Fatalities Plan - this document is in draft with Highland Council as authors.

16. **Local Emergency Mortuary Arrangements (LEMA).** In addition, the Council is legally obliged[4] to provide an emergency mortuary facility within its area. In consultation with the Procurator Fiscal, it has been agreed that this should have the capacity for up to 60 fatalities. A suitable location has been identified and plans are being prepared for its use.

[4] The Public Health (Scotland) Act 2009 - specifically Sections 87 to 89.

SECTION 10 - ASSOCIATED PLANS

ASSOCIATED PLANS

1. The production of contingency plans to deal with a diversity of potential emergency scenarios is an on-going function of the Emergency Planning Unit. These plans are categorised as follows:-

a. **COMAH Plans.** (Control of Major Accident Hazard Regulations 1999) Under these regulations the Health and Safety Executive identifies sites for which the Council has a legal obligation to prepare and maintain plans to mitigate the effects which a major accident may have on the population and/or the environment beyond the boundary of the site. It is mandatory for these plans to be exercised and tested on a regular basis and to the satisfaction of the HSE as the regulatory body.

b. **REPPIR Plans.** (Radiation (Emergency Preparedness and Public Information) Regulations 2001) Under these regulations the Health and Safety Executive identify nuclear sites for which the Council has a legal obligation to prepare and maintain plans to mitigate the effects which a major accident may have on the population and/or the environment beyond the boundary of the site. It is mandatory for these plans to be exercised and tested on a regular basis and to the satisfaction of the HSE as the regulatory body.

c. **Emergency Support Centres Plan.** This plan describes how any of the various Emergency Support Centre's is chosen, established, staffed and run. Its emphasis is on Tier 1 facilities in the first instance. These Tier 1 facilities are the 29 secondary schools and a small number of leisure centres and large community centres.

d. **Specific Plans.** These have been drawn up to counter specific emergencies which could arise within the Highlands, for example; the Oil Pollution Contingency Plan.

2. All plans are reviewed on a regular basis and distributed to all agencies which may have a role to play in an emergency.

COMAH PLANS

- Nigg Oil Terminal - Off-Site Emergency Plan
- Invergordon Distillery - Off-Site Emergency Plan
- NATO Oil Fuel Depot - Off-Site Emergency Plan
- Alcan Aluminium UK Ltd - Off-Site Emergency Plan

REPPIR PLANS

- DSRL, Dounreay - Off-Site Emergency Plan
- NRTE Vulcan, Dounreay - Off-Site Emergency Plan
- Highsafe - Nuclear Submarine Berth Plan

GENERIC PLANS

- Highland Council General Emergency Plan (this plan)
- Highland Council General Business Continuity Plan
- Schools Template Plan

SPECIFIC PLANS (not including specific Port and Harbour Plans)

- Highland Council Emergency Support Centres & Care for People Plan - Emergency Planning
- Rabies Outbreak Contingency Plan - TEC Services
- Oil Pollution Contingency Plan – TEC Services and Emergency Planning
- Mass Fatalities and Emergency Mortuaries Plan - Emergency Planning
- Transco/Unipen Pipeline Plan - Emergency Planning
- Media Plan - HISCG
- Recovery Guidance Document - Emergency Planning

SECTION 11 - RECOVERY

INTRODUCTION

1. The response to most Major Incidents usually comprises two distinct phases; the Emergency Response/Acute Phase and the Recovery Phase. However, the transition from one to the other can sometimes be blurred. It must be stressed that planning for recovery must start as early as possible in the acute phase to ensure that response strategies do not, unwittingly, prejudice future recovery activities.

EMERGENCY RESPONSE / ACUTE PHASE.

2. The emergency response phase covers the actions taken immediately to minimise the damage caused by the incident to the local populace and the environment. This phase will normally be controlled and directed by the North Area ACC.

RECOVERY PHASE

3. The recovery phase is harder to define due to the extensive variety of potential circumstances resulting from an incident. It is normally defined as the extended period, beyond the emergency response phase, when actions are taken to protect the public and the environment from longer term risks and promote an early return to normal life. In certain circumstances this may not necessarily equate to a restoration of pre-accident conditions.

THE RECOVERY STRATEGIC CO-ORDINATING GROUP (RSCG)

4. Therefore, at a suitable and agreed point, the strategic co-ordination of the response will be formally handed over from the Police to Highland Council and the Council's Chief Executive will assume direction of the Recovery Strategic Co-ordinating Group (RSCG) whilst the group will be chaired by the Council's Environmental Health Manager or a nominated deputy.

5. When called together, the group will operate from the Highland Council Emergency Control Centre at Raigmore, Inverness. There will be a core membership and, depending on the nature of the incident, additional representatives from the optional members list will be invited to join the group.

CORE MEMBERS

- Environmental Health, Highland Council
- Police Scotland
- NHS Highland
- SEPA

OPTIONAL MEMBERS

- Food Standards Agency (Scotland)(FSA)
- Forestry Commission
- Health Protection Agency (Scotland) (HPA)
- Health & Safety Executive (HSE)
- Historic Scotland
- Housing Service, Highland Council
- Marine Scotland
- Marine and Coastguard Agency (MCA)
- Ministry of Defence (MoD)

- National Farmers Union (NFU)
- Office for Nuclear Regulation (ONR)
- Scottish Water
- Scottish Government Rural Payments Inspection Department (SGRPID)
- Scottish Natural Heritage (SNH)
- Scottish Society for the Prevention of Cruelty to Animals (SSPCA)
- Site Operators (e.g. UKAEA)
- Trading Standards, Highland Council
- Transport Providers (rail, road, air, etc.)
- Utilities (gas, electricity, telephone etc.)
- Visit Scotland
- Voluntary Organisations (VOs)
- Waste Management, Highland Council

6. Membership of the RSCG will be kept under review by the Chairman since the number of organisations needing to be involved will inevitably change as work progresses.

THE HISCG RECOVERY GUIDANCE DOCUMENT

7. The above is intended to give a short overview of recovery. Due to the complexity of recovery, the myriad of problems and issues and the activity's likely duration, it is not realistic to prepare detailed plans for each and every combination of a wide variety of factors.

8. Recovery has been treated as a discrete activity, although it is an integral part of the response, and is therefore the subject of a guidance document (*Recovery - A Guidance Document for the Highland and Islands Councils*) which must be consulted in parallel to this plan. Scottish Government is preparing similar guidance[5] which will not conflict.

[5] *Preparing Scotland - Recovering from Emergencies in Scotland* - final draft

ANNEX A - HAZARDS IN THE COUNCIL'S AREA

Information regarding specific and key risks within Highland Council's area is contained in the HISCG Community Risk Register.[6]

1. The Highlands cover the largest land area of any Local Authority in the UK; some 10,000 square miles coupled with one of the lowest resident populations of just over 211,000 people. The topography of the area varies widely, ranging from high mountains and deep lochs to fertile coastal areas. Given the physical attributes of the area, it is difficult to specify the range of incident which could occur. During the peak holiday period of July to September, around 800,000 visitors can be in the area at any one time.

2. The area also has the most extensive coastline in the U.K. of around 1,700 miles, stretching from Ardnamurchan in the South West, up the West coast, taking in the islands of Skye, Raasay, Rona, Scalpay, Rum, Eigg, Muck and Canna, to Cape Wrath in the North West, along the Northern coast to Duncansby Head in the North East and down the East coast, to a few miles East of Nairn.

3. In addition to a long seafaring and fishing tradition, major ferry services operate from Scrabster and Gill's Bay and from John O'Groats to Orkney; Ullapool to the Western Isles; Uig to the Western Isles; Mallaig to Armadale; Mallaig to the Small Isles and, in the summer months, from Scrabster to the Faroe Islands.

4. The traditional economy of the area is based on tourism and industries which rely on the natural resources of land and sea. Banking, insurance and property services are becoming more significant, particularly in the Inverness area.

5. In addition oil and gas related operations continue to form part of the economy.

6. The main airport for the area is situated at Dalcross some 8 miles East of Inverness, there are also airports at Wick in Caithness and Broadford on the Isle of Skye. In addition trans-oceanic flights from parts of the continent overfly the Highlands en-route to North America.

7. There are MoD Bombing Ranges at Tain and Cape Wrath which are used at various times by all of the NATO air forces. The area is also the venue for one of Europe's largest military exercises (Exercise JOINT WARRIOR) which takes place twice a year.

8. There are 5 main rail passenger routes in the area. All of these routes, particularly in the summer months, carry a significant number of passengers;

- North along the East coast from Inverness to Wick
- East from Inverness to Aberdeen
- South from Inverness to Perth
- West from Inverness to Kyle of Lochalsh
- North from Glasgow, via Fort William, to Mallaig

9. There has been a significant increase in cruise ships entering coastal waters across the area and often disembarking passengers at selected ports (Invergordon, Ullapool, Portree, Scrabster and Fort William). Some of these vessels carry several 1,000s of passengers and crew.

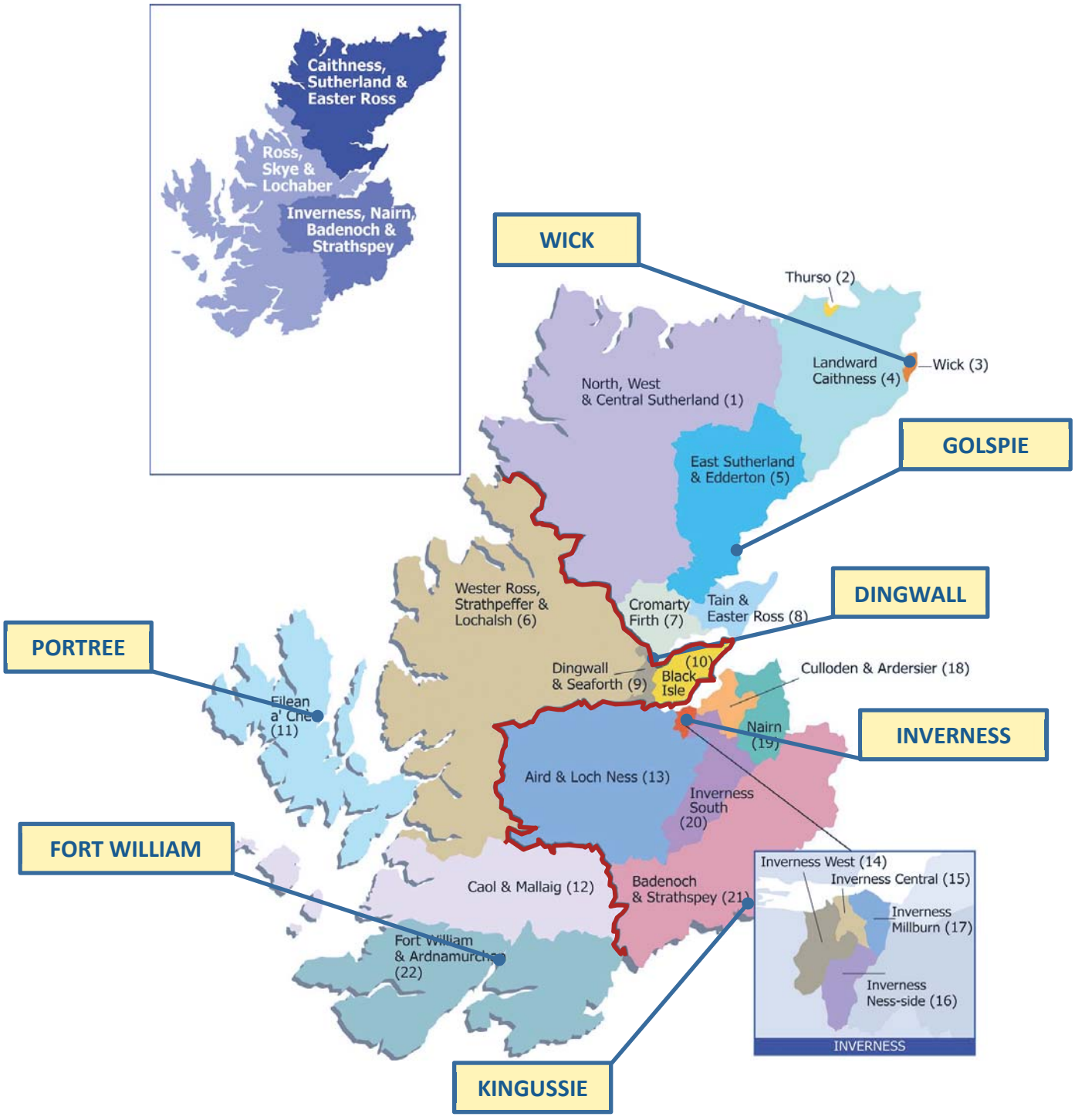
[6] Highlands and Islands Strategic Co-ordinating Group Community Risk Register

10. The transmission of natural gas by pipeline is increasing in the area, particularly on the East coast. The increased use of liquid petroleum gas (LPG), toxic chemicals, materials such as chlorine and ammonia and increases in the transportation of hazardous materials, by road, sea and pipeline must be taken into account in any contingency planning. Movements of nuclear material by rail from Dounreay have also commenced; these occur on a regular basis and will continue over several years.

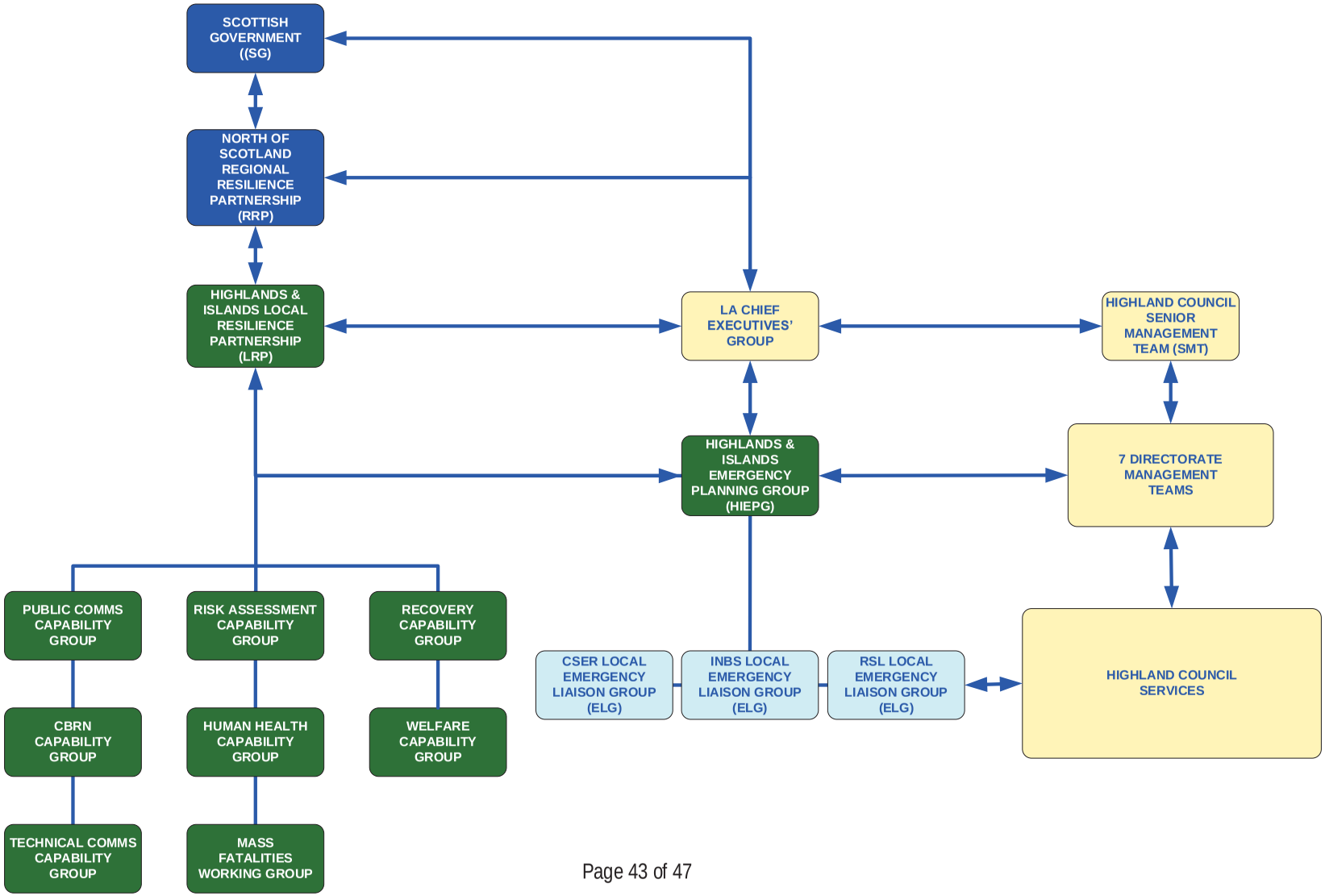
11. Natural disasters such as the effects of storms, severe weather and flooding also occur.

12. Recent years have seen a significant increase in large gatherings and public events (e.g. the annual Rock Ness pop concert).

ANNEX B - COUNCIL LOCALITIES, WARDS & POLICE COMMAND AREAS



ANNEX C – HIGHLAND & ISLANDS LOCAL RESILIENCE PARTNERSHIP (LRP) PLANNING STRUCTURE



ANNEX D - ABBREVIATIONS AND ACRONYMS

ACR	Area Control Room (of Police Scotland)
AHVLA	Animal Health & Veterinary Laboratories Agency
ARCW	Area Roads and Community Works
BRC	British Red Cross
Cat 1	Category 1 Responder (as defined in the Civil Contingencies Act 2004)
Cat 2	Category 2 Responder (as defined in the Civil Contingencies Act 2004)
CCA	Civil Contingencies Act 2004
CEMT	Corporate Emergency Management Team
CNI	Critical National Infrastructure
COMAH	Control of Major Accident Hazards Regulation 1999
COBRA	Cabinet Office Briefing Room A
DEFRA	Department for Environment, Food and Rural Affairs
ECC	Emergency Control Centre
ELG	Emergency Liaison Group (local multi-agency Tactical Co-ordinating Group
FCP	Forward Control Point
FSA	Food Standards Agency (Scotland)
HC	Highland Council
HISCG	Highlands & Islands Strategic Co-ordinating Group (Strategic/GOLD)
HIEPG	Highlands & Islands Emergency Planning Group (Tactical/SILVER level)
HSE	Health and Safety Executive
IEM	Integrated Emergency Management
LEMA	Local Emergency Mortuary Arrangements
LO	Liaison Officer
LRP	Local Resilience Partnership
MACA	Military Aid to the Civil Authorities
MACC	Military Aid to the Civil Community
MACR	Major Accident Control Regulations (MoD)
MCA	Maritime and Coastguard Agency
NATO	North Atlantic Treaty Organisation
NEMA	National Emergency Mortuary Arrangements
NFU	National Farmers Union
NHS	National Health Service
ONR	Office for Nuclear Regulation (formerly the Nuclear Installations Inspectorate)
PCG	Public Communications Group
PS	Police Scotland
PSRs	Pipeline Safety Regulations
RAFRLO	Royal Air Force Regional Liaison Officer
RC	Reception Centre
RCW	Roads and Community Works
REPPIR	Radiation (Emergency Preparedness and Public Information) Regulations
RSCG	Recovery Strategic Co-ordinating Group
RRP	Regional Resilience Partnership
RVS	Royal Voluntary Service
RWG	Recovery Working Group
SAR	Search and Rescue
SCC	Strategic Co-ordinating Centre (GOLD/Strategic Command)
SCG	Strategic Co-ordinating Group (GOLD/Strategic level)
SEPA	Scottish Environment Protection Agency
SG	Scottish Government
SGRPID	Scottish Government Rural Payments Inspection Directorate
SMT	Senior Management Team
SNH	Scottish Natural Heritage
SSPCA	Scottish Society for the Prevention of Cruelty to Animals
STAC	Scientific and Technical Advice Cell
TCG	Tactical Co-ordinating Group
UKAEA	United Kingdom Atomic Energy Authority
UKSRR	United Kingdom Search & Rescue Region
VOs	Voluntary Organisations (The 3rd Sector)

ANNEX E - RECORD OF AMENDMENTS

Copy Number				
Section Number	**Remove Pages**	**Insert Pages**	**Date Amended**	**Inserted By (Name)**

ANNEX F - DISTRIBUTION LIST

INTERNAL

Chief Executive
- Assistant Chief Executive
- Corporate Manager
- CE's Office Business Manager
- Head of Personnel
- Head of Legal & Democratic Services
- Head of Policy & Performance
- Public Relations Manager
- Corporate ICT Manager
- Customer Services Delivery Manager
- Employee Development Manager
- Health, Safety & Wellbeing Manager
- Geographical Information Officer

Depute Chief Executive & Director of Housing & Property Services
- Corporate Property Asset Manager
- Head of Housing Development & Estates
- Head of Housing
- Head of Property, Housing & Property Service
- Business Support Manager
- Property Manager (North)
- Property Manager (South)

Director of Finance Service
- Head of Accounting & Budgeting
- Head of Exchequer & Revenues
- Head of Internal Audit & Risk Management
- Head of Procurement
- Head of Business Support
- Insurance & Risk Manager

Director of Transport, Environment and Community Services
- Head of Roads & Community Works
- Head of Environmental Health & Trading Standards
- Head of Waste Management
- Head of Transport & Infrastructure
- Head of Flood Team
- Roads & Community Works Managers
- Environmental Health Manager
- Trading Standards Manager
- Principal Contaminated Land Officer
- Chief Structural Engineer
- Harbours Manager
- Senior Animal Health & Welfare Officer
- Emergency Planning & Business Continuity Manager

Director of Health and Social Care Service
- Head of Social Care
- Head of Health
- Head of Operations (Community Care)
- Head of Social Work Business Support
- Area Children's Services Managers

Director of Education, Culture & Sport Service
- Head of Support Services
- Head of Education Services
- Head of Children's Services
- EC&S Managers

Director of Planning & Development
- Head of Planning & Building Standards
- Head of Environment & Development
- Economy & Regeneration Manager
- Countryside Heritage Natural Resources Manager
- Highland Opportunity Chief Executive
- Building Standards Manager
- Business Support Manager
- Area Planning manager (North)
- Area Planning manager (South)
- Building Standards Team Leader (CSER)
- Building Standards Team Leader (INBS)
- Building Standards Team Leader (RSL)

City Manager and INBS
- Ward Managers (4)

Senior Ward Manager - CSER
- Ward Managers (3)

Senior Ward Manager - RSL
- Ward Managers (3)

High Life Highland
- Chief Executive

EXTERNAL

Police Scotland (PS)
British Transport Police (BTP)
Scottish Fire & Rescue Service (SFRS)
NHS Highland (NHSH)
Scottish Ambulance Service (SAS)
Maritime & Coast guard Agency (MCA)
Scottish Water (SW)
Highlands & Islands Airports Limited (HIAL)
British Red Cross (BRC)
RAFRLO
Scottish Environment Protection Agency (SEPA)
Scottish Natural Heritage (SNH)
Scottish & Southern Energy (SSE)
Network Rail (NR)
Food Standards Agency (FSA)

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