



Major Emergency Plan



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List of Process Maps

No.	Plan Ref.	Description.	Responsibility.
01.	4.12.	Legal Services.	Head of Legal & Governance Service.
02.	5.6.	Volunteers.	Head of Human Resources and Organisational Development.
03.	5.8.	Roads Services.	Head of Neighbourhood Services.
04.	5.8.	Building Services.	Head of Planning, and Community Protection.
05.	5.15.	Catering.	Head of Property, Asset Management and Facilities.

Amendment Record

Review Date.	Comments.	Date of Next Review.
July 2019.	Plan amended to include: <ul style="list-style-type: none"> • Change in job titles. • Amendment to schedule of delegation. • Amendment to Bellwin Scheme. • Amendment to organisational structures. • Amendment of process maps. 	July 2022.
November 2019.	<ul style="list-style-type: none"> • Accessible format. • Amendment to job titles. 	November 2022.
4 August 2022	<ul style="list-style-type: none"> • Incorporate recommendations from CV19 debrief. • Amendment to OIC structure. • Update to content. 	2025.

Distribution List

Orkney Islands Council

Distribution.	Copy Number.	Hard/Soft Copy.	Date Issued.
Chief Executive.	1.	Soft.	
Corporate Director, Neighbourhood Services and Infrastructure.	2.	Soft.	

Distribution.	Copy Number.	Hard/Soft Copy.	Date Issued.
Corporate Director, Education, Leisure and Housing.	3.	Soft.	
Corporate Director, Enterprise and Sustainable Regeneration.	4.	Soft.	
Corporate Director, Strategy, Performance and Business Solutions.	5.		
Chief Officer, Integrated Health and Social Care.	6.	Soft.	
Head of Improvement and Performance.	7.	Soft.	
Head of Legal and Governance.	8.	Soft.	
Head of HR and Organisational Development.	9.	Soft.	
Head of Neighbourhood Services.	10.	Soft.	
Head of Property, Asset Management and Facilities.	11.	Soft.	
Head of Planning and Community Protection.	12.	Soft.	
Head of Education.	13.	Soft.	
Head of Community Learning, Leisure & Housing.	14.	Soft.	
Head of Marine Services, Transportation & Harbour Master.	15.	Soft.	
Head of Enterprise and Economic Growth.	16.	Soft.	
Head of Finance.	17.	Soft.	
Head of Children, Families and Criminal Justice. Chief Social Work Officer.	18.	Soft.	
Head of Health and Community Care.	19.	Soft.	
Master Copy – Safety and Resilience Service.	20.	Hard.	

Police Scotland

Distribution.	Copy Number.	Hard/Soft Copy.	Date Issued.
Area Commander, Orkney.	21.	Soft.	
Area Control Room, Dundee.	22.	Soft.	
Emergency, Events and Resilience Planning, Inverness.	23.	Soft.	
Divisional Commander, N Division, Inverness.	24.	Soft.	

Scottish Fire and Rescue Service

Distribution.	Copy Number.	Hard/Soft Copy.	Date Issued.
Area Manager, Orkney, Shetland and Western Isles.	25.	Soft.	
Group Manager, Orkney.	26.	Soft.	
Group Manager, Operational Planning, Inverness.	27.	Soft.	
Command and Control Centre, Inverness.	28.	Soft.	

NHS Orkney

Distribution.	Copy Number.	Hard/Soft Copy.	Date Issued.
Chief Executive.	29.	Soft.	
Director of Public Health.	30.	Soft.	
Resilience Officer.	31.	Soft.	

Scottish Environment Protection Agency

Distribution.	Copy Number.	Hard/Soft Copy.	Date Issued.
Emergency Planning, Elgin.	32.	Soft.	

Maritime and Coastguard Agency

Distribution.	Copy Number.	Hard/Soft Copy.	Date Issued.
Area Commander, Orkney and Shetland	33.	Soft.	
Coastguard Operating Centre (CGOC), Shetland.	34.	Soft.	

Scottish Ambulance Service

Distribution.	Copy Number.	Hard/Soft Copy.	Date Issued.
Divisional Head of Service.	35.	Soft.	
Ambulance Control Centre, Inverness.	36.	Soft.	

Repsol Sinopec Resources UK Limited

Distribution.	Copy Number.	Hard/Soft Copy.	Date Issued.
Terminal Operations Manager, Flotta.	37.	Soft.	
Senior H, S and E Advisor.	38.	Soft.	

Shetland Islands Council

Distribution.	Copy Number.	Hard/Soft Copy.	Date Issued.
Emergency Planning and Resilience.	39.	Soft.	

Comhairle Nan Eilean Siar

Distribution.	Copy Number.	Hard/Soft Copy.	Date Issued.
Risk and Emergency Planning Manager.	40.	Soft.	

Highland Council

Distribution.	Copy Number.	Hard/Soft Copy.	Date Issued.
Emergency Planning	41.	Soft.	

Scottish Government

Distribution.	Copy Number.	Hard/Soft Copy.	Date Issued.
Resilience Co-ordinator, Highlands and Islands.	42.	Soft.	

Section 1. Overview

1.1. Ownership

This 'Emergency Plan' is owned by the Chief Executive, Orkney Islands Council. Only the 'Owner' of the plan can authorise any alterations.

The 'Owner' will ensure that:

- The Master Plan is retained together with relevant supporting documents.
- The level of circulation of the plan is determined and details are recorded of copyholders.
- It is updated and reviewed at regular intervals.
- It is tested and exercised at regular intervals.
- Health and safety issues are regularly risk assessed.
- Changes and amendments are circulated to plan holders promptly.
- Relevant sections of the plan are made available to the public on the Orkney Islands Council website.

Recipients of this Plan are asked to:

- Ensure its safe custody.
- Receive and promptly insert any amendments issued by the Chief Executive, Orkney Islands Council.
- Receive and promptly insert any amendments issued by Safety and Resilience Service, Neighbourhood Services and Infrastructure, Orkney Islands Council.
- Send details of any amendments which may be necessary to:

Safety and Resilience Service, Orkney Islands Council, Council Offices, School Place, Kirkwall, Orkney, KW15 1NY.

Telephone: 01856873535.

Email: CivilContingencies@orkney.gov.uk

1.2. Multi-agency Response

This plan outlines the roles and responsibilities of Orkney Islands Council and summarises their expected response.

This plan is intended as an initial response document only. Once an incident has developed, Orkney Islands Council may refer to and implement their own specific plan as an element of a multi-agency response to ensure that their own area of responsibility is fulfilled.

1.3. Review and Testing of the Major Emergency Plan

This Major Emergency Plan will be tested at least once every 3 years. As 'Owner' of the plan, Orkney Islands Council has responsibility for ensuring this requirement is met.

The Plan will be reviewed as part of the formal debriefing process in the event of an incident.

1.4. Emergency

From time-to-time emergencies occur which require special measures to be taken.

An **Emergency** is defined in Part 1 of the Civil Contingencies Act 2004 as events or situations that threaten serious damage to:

- Human Welfare: for example, loss of life, injury, illness or homelessness; disruption to food, money or energy supplies; disruption to communication systems, transport systems or health services.
- The Environment: for example, contamination of land, water or air with biological, chemical or radioactive matter or the destruction of animal or plant life.
- The Security of the UK: war or terrorism.

An event or situation threatens damage to human welfare only if it involves, causes or may cause:

- Loss of human life.
- Human illness or injury.
- Homelessness.
- Damage to property.
- Disruption of a supply of money, food, water, energy or fuel.
- Disruption of a system of communication.
- Disruption of facilities for transport or.
- Disruption of services relating to health.

An event or situation threatens damage to the environment only if it involves, causes or may cause:

- Contamination of land, water or air with biological, chemical or radioactive matter;
or
- Disruption or destruction of plant life or animal life.

1.5. Major Incident

A **Major Incident** is defined as any event causing or threatening death or injury, damage to property or the environment, or disruption to the Community, which cannot be dealt with by the emergency services and Local Authority as part of their normal day to day activities.

Large scale disasters have a variety of effects on society and the environment. They demand a combined and co-ordinated response, linking the expertise and resources of the emergency services and local authorities, supplemented as appropriate by other organisations. There is no single agency within the United Kingdom with all the skills and resources that may be needed. Moreover, the government has concluded

that the prime responsibility for handling disasters should remain at the local level where the resources, expertise and local knowledge can be found.

Experience gained over the years has shown that an integrated approach to the planning for and response to major emergencies is the best way to ensure the total available resources of the organisations involved are utilised to the maximum benefit of those affected.

It should be borne in mind that a major emergency response by one organisation might not require the same response from another as it could be dealt with by operating within their normal day-to-day procedures.

1.6. Aim

To provide up to date, appropriate and flexible arrangements that will enable Orkney Islands Council to respond to any emergency in accordance with its statutory duty.

1.7. Objectives

- To define the Council's responsibilities under current Civil Contingencies legislation.
- To identify current local multi-agency Major Emergency response and recovery arrangements that could impact on the Council's emergency plans.
- To identify current local authority partnership arrangements for Major Emergency response and recovery and describe how the Council will fulfil its agreed roles and responsibilities.
- To define the Major Emergency alerting and activation process for the Council.
- To describe the alerting and callout arrangements for responding staff.
- To describe the management/organisation procedures for Major Emergency response and recovery.
- To maintain in readiness a suitably equipped major incident response room.
- To identify the communications facilities for Major Emergency response.
- To identify the arrangements for the processing of information during the response to a Major Emergency.
- To outline the financial arrangements for a Major Emergency.
- To identify the health, safety and welfare arrangements for a Major Emergency.
- To describe the assessment procedures and provision of Mutual Aid.

1.8. The Civil Contingencies Act 2004

This Major Emergency Plan has been produced in compliance with the Civil Contingencies Act 2004 (CCA). It sets out how Orkney Islands Council will activate and manage its corporate response to a major emergency that has the potential to impact on the Council's functions. It concentrates on the effects of a disaster and, wherever possible, builds upon day-to-day activities. A short guide to the Civil Contingencies Act can be found at Appendix 1.

As a category 1 responder the Act places a number of duties on the Council, namely:

- Duty to assess risk.
- Duty to maintain emergency plans.
- Duty to maintain business continuity plans.
- Duty to promote business continuity (Local Authority only).
- Duty to communicate with the public.
- Duty to share information.
- Duty to co-operate. (CCA2004, S2).

In support of the Act, Regulations and guidance have been produced. The Regulations are:

- The Civil Contingencies Act 2004 (Contingency Planning) (Scotland) Regulations 2005.

The non-Statutory guidance includes:

- Preparing Scotland: Philosophy, Principles, Structure and Regulatory Duties. This forms the hub of Resilience Guidance within Scotland, together with a series of documents, referred to as the spokes. They include:
 - Business Resilience: Preparing Scotland: Having and Promoting Business Resilience.
 - Care for People: Preparing Scotland: Care for people affected by emergencies.
 - Care for People: Psychosocial Needs: Preparing Scotland: Care for people affected by emergencies Supplement: Responding to the Psychosocial and Mental Health Needs of People Affected by Emergencies.
 - Community Resilience: Building Community Resilience: Scottish Guidance on Community Resilience.
 - Critical National Infrastructure: Secure and Resilient A Strategic Framework for Critical National Infrastructure in Scotland.
 - Exercise Guidance: Preparing Scotland: Scottish Exercise Guidance (written by practitioners, for practitioners, in partnership with Scottish Resilience).
 - Fuel Disruption: Preparing Scotland: Guidance for Fuel Disruption in Scotland – Summary.
 - Mass Fatalities: Preparing Scotland: Dealing with mass fatalities in Scotland.
 - Recovering from Emergencies: Preparing Scotland: Scottish Guidance on Preparing for Emergencies: Recovering from Emergencies in Scotland.
 - Response: Preparing Scotland: Responding to Emergencies.
 - Risk and Preparedness Assessment: Preparing Scotland: Risk and Preparedness Assessment.
 - Scientific and Technical Advice Cell (STAC): Preparing Scotland: STAC Guidance: Providing public health, environmental, scientific and technical advice to Strategic Coordinating Groups in Scotland.

- Warning and Informing: Preparing Scotland: Warning and Informing Scotland.
- Warning and Informing - Using social media: Preparing Scotland: Warning and Informing Scotland - Using Social Media in Emergencies.

Relevant to this plan is the duty:

“To maintain plans for the purpose of ensuring that if an emergency occurs or is likely to occur, the Council is able to perform its functions so far as it is necessary or desirable for the purpose of preventing the emergency; reducing, controlling or mitigating its effects; or taking other action in connection with it”.

The Act defines functions as "any power or duty whether conferred by virtue of an enactment or otherwise". The Preparing Scotland document further defines functions as covering "statutory powers and duties as well as common law powers".

Orkney Islands Council functions are exercised within the statutory geographical boundaries of Orkney. However, this does not prevent the Council from taking action when a disaster outside the area impacts or has the potential to have an impact within the area or upon its community. Neither will it prevent the Council from providing assistance to other responders in response to a major emergency under current mutual aid arrangements.

A reference to pertinent scheme of delegation can be found in Section 3.

1.9. Health and Safety

Existing standards and requirements for health and safety at work will apply to major emergency responses by the Council. This includes risk assessments. However, due to urgency and the rapidly changing nature of major emergencies, it is likely that more reliance will be placed on dynamic risk assessment. Dynamic risk assessment is only acceptable where the potential for harm was not foreseeable. Awareness of hazards and their potential to cause harm will need to be addressed by all levels of response. It must be remembered that this is a continuous process.

It is important that managers and staff recognise when their limit of knowledge and understanding of the potential hazards has been reached and they will need to seek competent advice before proceeding with an activity. In a multi-agency response environment, the assessment and management of risk will need to be carried out on a multi-agency basis.

Health and Safety advice can be obtained from the Safety and Resilience Service at extensions [REDACTED] or [REDACTED].

1.10. Staff Welfare

Staff engaged in major emergency response can find the experience emotionally challenging.

Exposure to traumatic sights or close contact with people who have just experienced or witnessed a traumatic event can be distressing. Crisis management involving long working hours combined with intense activity that demands quick decision making is potentially stressful. Careful selection of staff for such roles can help to minimise any

risk. Management awareness of those staff with personal links to individuals directly involved in the disaster or direct links to similar events in the past should also form part of the criteria for selecting the response staff.

Managing shift lengths and rotation of staff, structured breaks with adequate refreshments and opportunities to engage in informal discussion and debriefing with colleagues away from the "front line" can also help to minimise potentially damaging stress.

Regular team briefings and situation reports can engender confidence and help staff to feel they are part of a team that is in control. Participation in emergency response training and exercises will help staff to be better prepared to cope with a major emergency situation.

The responsibility for Staff welfare rests with their manager, or where they are removed from their normal working environment, the manager having an overview of that area of response.

Further assistance in terms of Staff Welfare can be obtained from the Learning and Development Manager, Human Resources and Organisational Development Service on extension [REDACTED].

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Section 2. Alerting, Determination and Activation

2.1. Overview

This section provides information on the arrangements in place for alerting, on a 24/7 basis, Orkney Islands Council to a major emergency with the potential to impact on its functions. It also provides guidance on the determination process for a major emergency affecting the Council and the procedures for activating the Council's major emergency response.

2.2. Alerting Procedure

Notification that a major emergency has occurred may be received from a variety of sources. The information could come from "official" sources such as Police Scotland, Scottish Fire and Rescue Service, or any other responder. It is equally possible for the first notification to come from local or national media, a member of staff or a member the public.

The following table provides details on how to alert Orkney Islands Council to any emergency.

Table 1: Alerting Details.

Time.	Contact.	Mobile.	Landline.
Normal Working Hours.	Duty Safety and Resilience Officer.	[REDACTED]	[REDACTED] [REDACTED]
Out-of-Hours including Holidays and Public Holidays.	Duty Safety and Resilience Officer.	[REDACTED]	

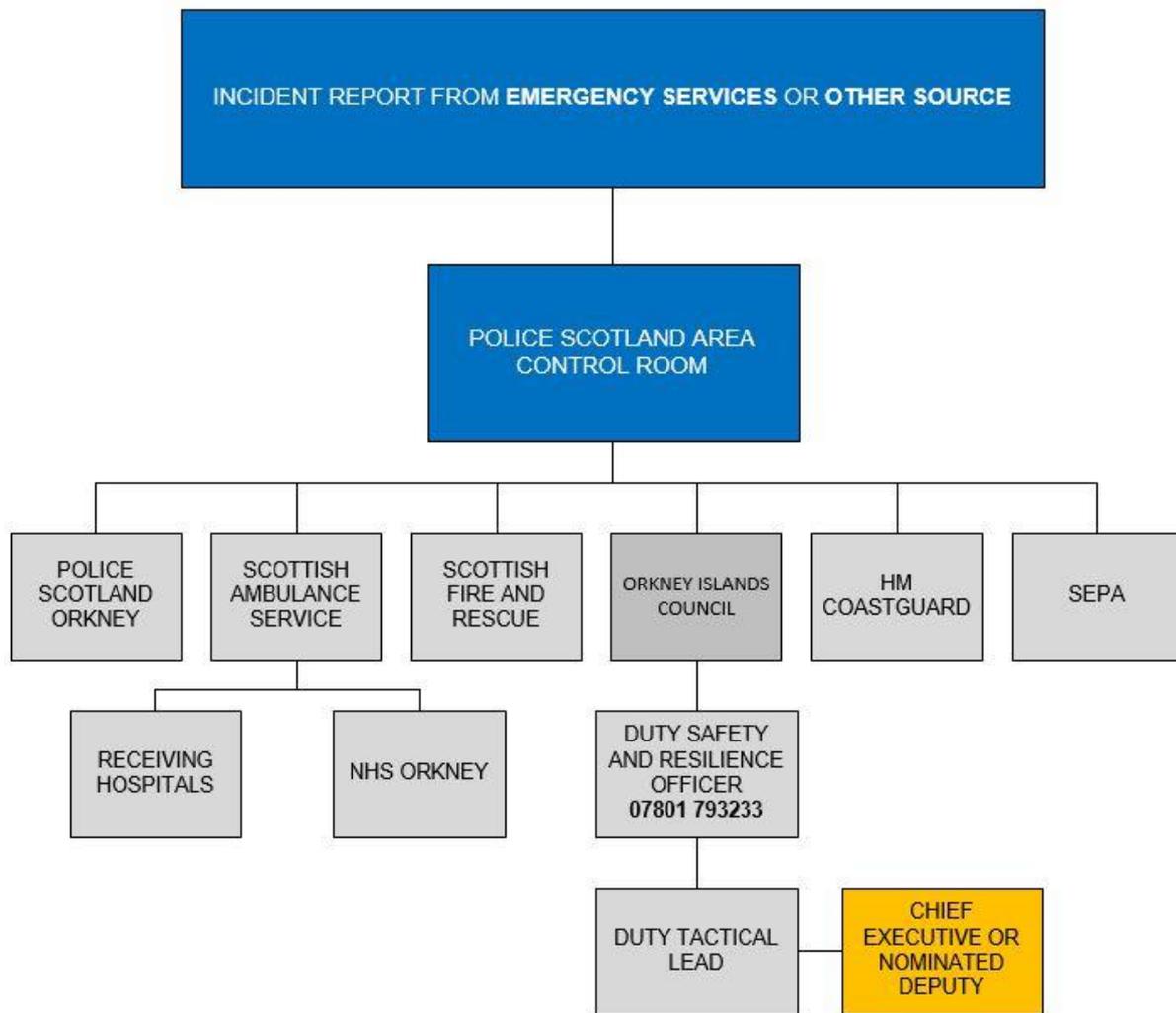
During normal working hours, notification of a potential major emergency will be directed to the Safety and Resilience Service by firstly contacting the Duty Safety and Resilience Officer on [REDACTED]. In the event of no response, the landline 01856873535, extension numbers [REDACTED], or [REDACTED] should be contacted.

Outside normal office hours all telephone calls should be made to the Duty Safety and Resilience Officer mobile number.

On receipt of information indicating the potential need for a major emergency response from the Council, the Duty Safety and Resilience Officer will contact the Council's Duty Tactical Officer without delay.

To provide additional resilience other category 1 responders in Orkney have been provided with the personal contact details of the Council's Duty Safety and Resilience Officers.

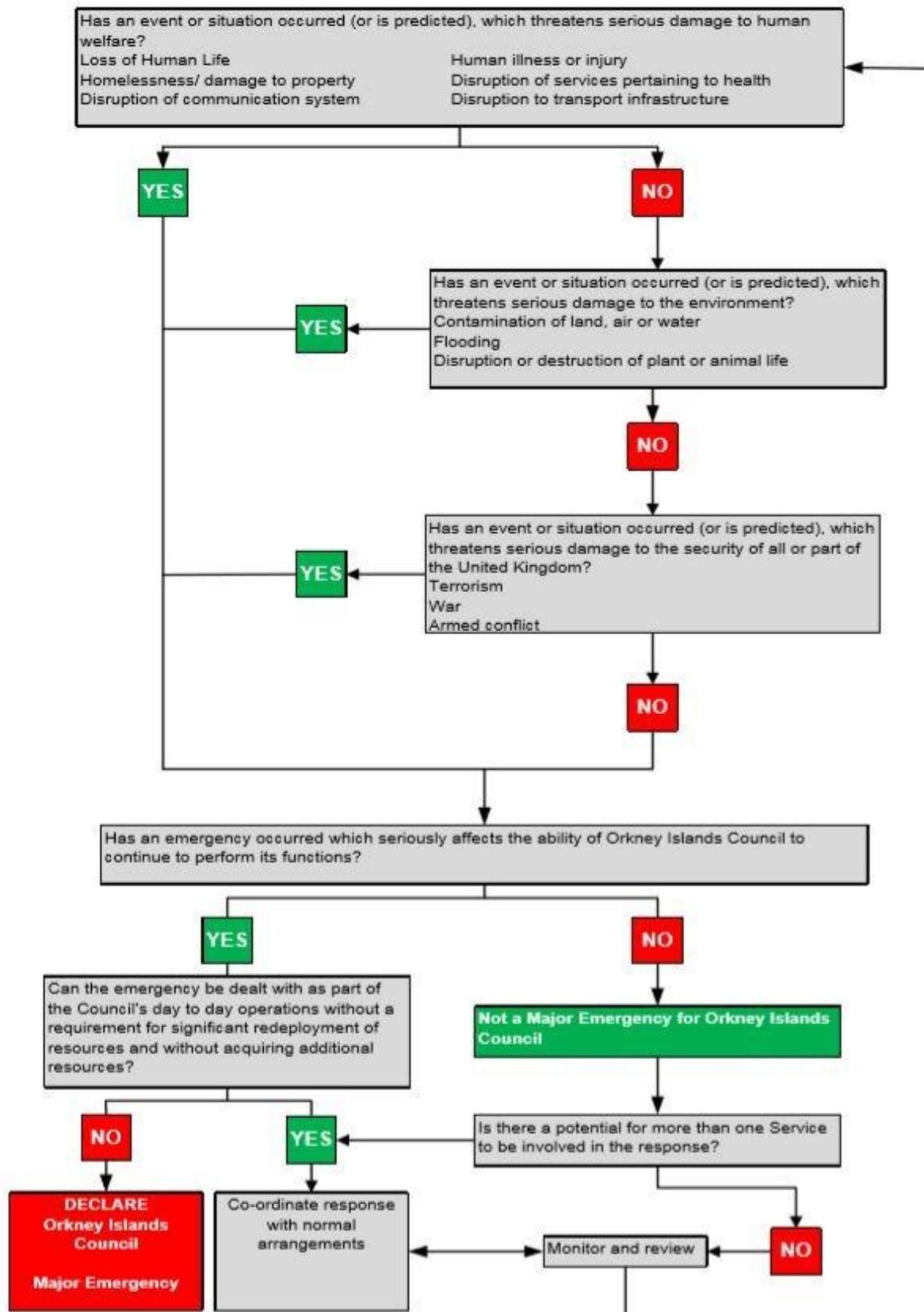
Figure 1: Formal Alerting Arrangements.



The Chief Executive’s Service will administer arrangements relating to the Duty Tactical lead, including the rota.

Immediately following notification of the emergency or incident, the Duty Tactical Lead will, in conjunction with the Duty Safety and Resilience Officer, determine whether there is a requirement for an Incident Management Team and escalation of response, as highlighted in the following diagram:

Figure 2: Major Emergency Determination.



An Incident Management team will be required where the situation involves or affects multiple services or partners or has the potential to escalate or affect the reputation of Orkney Islands Council. It will fulfil the Tactical level of response on behalf of Orkney Islands Council.

Table 2: IMT Activation.

Who can activate an Incident Management Team?
Chief Executive.
Corporate Directors.
Heads of Service.

On determining the need for an Incident Management Team, the Duty Resilience Officer will, in the first instance, make contact with the Strategy, Performance and Business Solutions Administrative Support stating the:

- Time of the meeting.
- Venue.

Irrespective of the current use, the Bunker will be the default location for an Incident Management Team. Learning during the response to the pandemic of course highlighted that the response can also be held virtually via MS Teams.

In the event of an inability to access the Bunker, the default meeting place will be The Supper Room, Kirkwall Community Centre. Should this similarly be unavailable, in the first instance use will be made of local hotel facilities with [REDACTED] offering adequate arrangements.

The Administrative Support will then issue a call to meeting by telephone and email to the respective members, highlighting the incident type.

2.3. Command and Co-ordination of Emergencies and Incidents

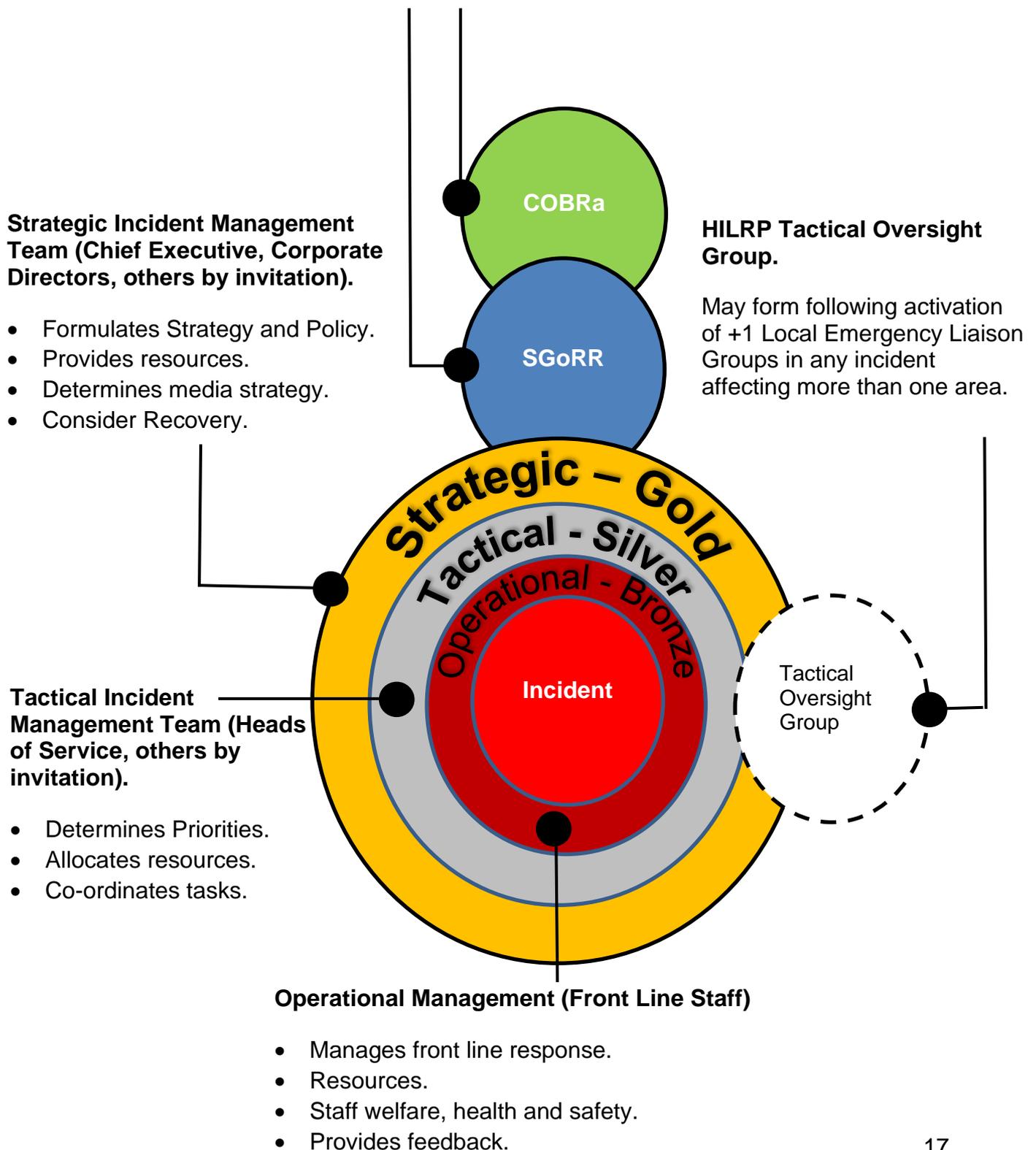
The Incident Management Team will co-ordinate the OIC response to any incident and will control the deployment of its assets. There will be three key areas of response to any incident. Depending on the seriousness of the incident, the responding arrangements could be escalated through the three tiers and involve Scottish and UK Governments.

The local and national structure for managing the response to a 'major incident' and 'emergency' is generally established from the 'bottom up' with the Operational level activated first. Escalation of the incident could lead to Tactical or Strategic levels being established but there could be situations where all three levels are activated concurrently and others (slow developing incidents) where response is initiated by UK or Scottish Government or at Resilience Partnership level. Frequently the three levels Operational, Tactical and Strategic are interchanged with bronze, silver and gold.

The following diagram depicts the response arrangements:

Figure 3: Emergency Command and Control.

Depending on the incident type, Strategic Management will inform the Scottish Government Resilience Room (SGoRR) which may in turn inform the UK Government Cabinet Office Briefing Room (COBRa)



According to Figure 3, the response from Orkney Islands Council will revolve around these three levels:

- **Operational** - Front-line staff continue to perform their key functions under the direction of their management.
- **Tactical** - Determines the priorities of actions, allocates resources across the Council Services and co-ordinates tasks.
- **Strategic** - Formulates policy, provides resourcing, determines media policy and recovery.

2.4. Multi-Agency Response Arrangements

The following structure applies to a multi- agency response to an emergency affecting Orkney:

In compliance with the Civil Contingencies Act 2004 (Contingency Planning Regulations) (Scotland) 2005 as amended, Scotland has aligned to thirteen Local Resilience Partnerships (LRP) with their boundaries aligned mainly with historical police boundaries. These LRPs operate at 'local' level, governed by a wider Regional Resilience Partnership (RRP) coterminous with the North, East and West Command Area boundaries. In the event of an incident, the relevant LRP will be activated with appropriate membership. For Orkney, this is the Highlands and Islands Local Resilience Partnership.

In the event of an incident of such scale that it crossed the boundaries of several LRPs, consideration would be given to the activation of the RRP.

2.4.1. Strategic Level

Whilst in the event of a major incident the requirement for Strategic management may be confined to one particular agency, some occasions may require a multi-agency response at the strategic level to affect a resolution. In such instances the LRP will be formed, and given the size of membership of the LRP, the full group may be called, or it may be represented by a smaller number of members appropriate to the incident. The membership should only consist of Strategic level managers from the agencies attending who are empowered to make executive decisions concerning allocation of resources and financial commitment on its behalf.

This meeting will usually be chaired by a member of the Police Scotland Force Executive during the emergency phase; however, any member of the Group may chair the meetings, if appropriate. It is important that these meetings are properly recorded, and actions logged as they could form part of a future judicial, criminal or public enquiry.

Orkney Islands Council will be represented by the Chief Executive or nominated Corporate Director. The Group can be assisted by one or more support groups, including the Public Communications Group, The Scientific Technical Advisory Cell (STAC) and the Recovery Working Group.

As the incident develops and circumstances change, the membership of the Group may change to reflect the current needs or stages of the emergency, e.g., changing

from the Emergency Phase to the Recovery Phase when the Chair would change from the Police to the Chief Executive, Orkney Islands Council.

Given its geographical spread, it is likely that the Strategic Group will form at a mainland Scotland based location with Inverness, Aberdeen and Dundee identified as a Multi-Agency Co-ordination Centre (MACC) location. Therefore, attendance at the MACC by Orkney Islands Council Strategic Lead will be virtual in the first instance.

2.4.2. Tactical Level

This level will be co-ordinated by Police Scotland as Orkney Local Emergency Co-ordination Group (OLECG). The meetings of this Group may be dictated by the incident or battle rhythm arising from Governmental or Strategic meetings.

The Tactical Level of response would normally be set up prior to the involvement of the Strategic level and it may be at the request of OLECG that the Strategic Group is initiated.

In addition to responding to emergency situations the RRP's and LRPs have a major role to play in the preparation phase, through conducting risk assessments; preparing plans; warning and informing the public; and training and exercising.

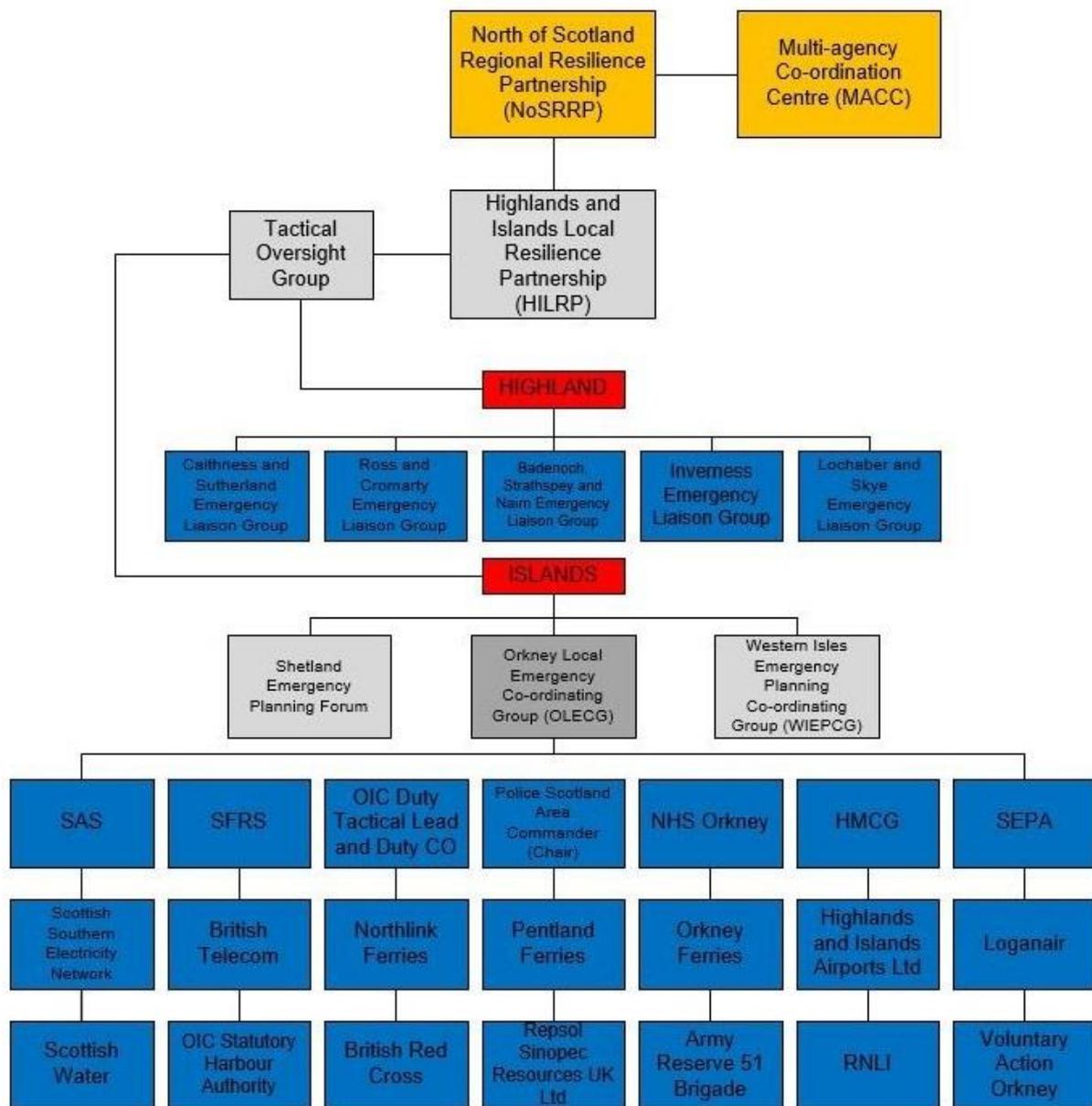
Each LRP has a Multi-Agency Generic Response Plan which provides the context of each agency's role and responsibilities.

The North of Scotland Regional Resilience Partnership Community Risk Register can be found at <https://www.firescotland.gov.uk/your-area/community-risk-register/>

Response Phase to Recovery Phase.

Recovery planning should start at the beginning of an emergency, although the primary focus at this stage is on response. As the major incident progresses, the focus will move from a response phase to consequence management and recovery phase. Once the most appropriate time to move from response to recovery has been agreed a formal hand-over process will be agreed between the Police Gold Commander and the Chief Executive, Orkney Islands Council.

Figure 4: Hierarchy of Response – External.



(Note: Within the HILRP response arrangements, a Tactical Oversight may form where the emergency impacts on +1 of the Emergency Liaison Groups across the area. This will be chaired by a Senior Officer from Police Scotland N Division covering the Highlands and Islands).

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Section 3. Emergency Management Structure

3.1. Chief Executive

The Chief Executive holds delegated powers to enable him/her to carry out his/her role in an emergency, as contained within the current Orkney Islands Council Scheme of Delegation to Officers, Paragraphs 2.2.4, 2.2.5 and 2.2.35, which state:

"The Chief Executive holds the following delegated powers to enable him/her to carry out these functions, without prejudice to all statutory duties, responsibilities and powers exercisable by him/her, as follows:

2.2.4. To take action on behalf of the Council where considered necessary in the event of an emergency, or as required as a matter of urgency, following consultation with the Convener, Leader and Depute Leader, and/ or the Chair and Vice Chair of the relevant service committee;

2.2.5. To designate Chief Officials to perform such functions of the Chief Executive as may be required; and

2.2.35. To exercise Strategic responsibility in respect of the Council's functions relating to civil contingencies".

The Authority's response will be controlled and co-ordinated by the Chief Executive, acting in his/her capacity as the **Emergency Controller**.

The Chief Executive may appoint a Corporate Director to perform the role in his/her absence, or during a prolonged emergency.

The Emergency Controller will chair the Strategic Management Team, should this be required.

3.2. Strategic Management Team

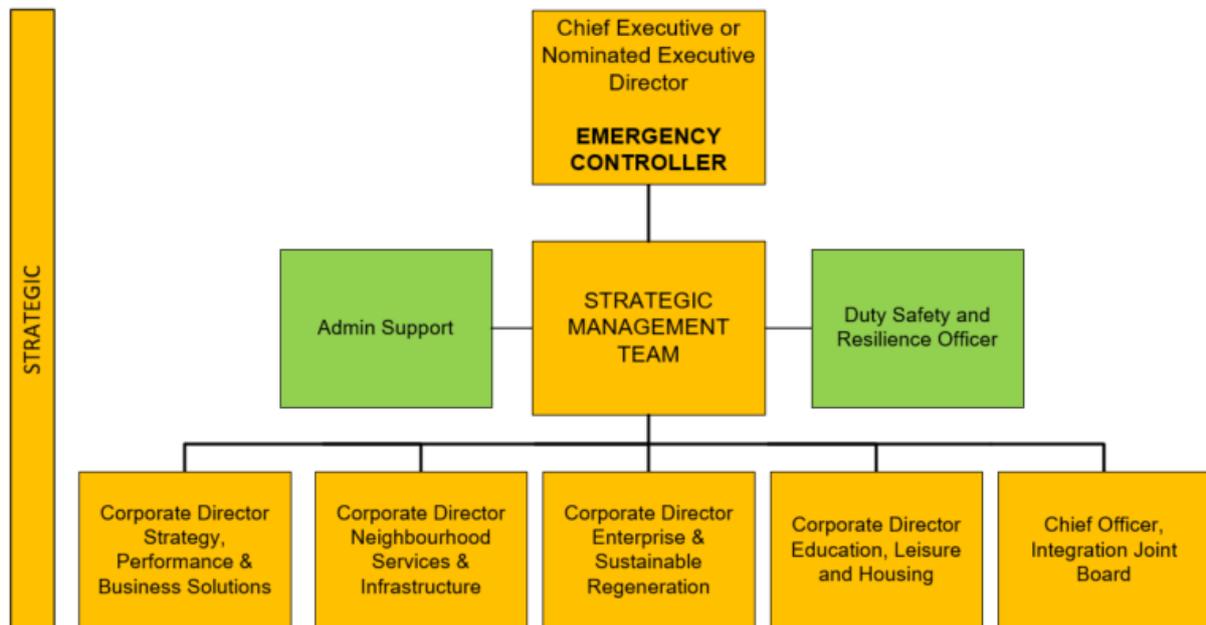
In the event of an emergency of sufficient magnitude, a Strategic Management Team will be formed to provide a strategic response to the incident.

3.2.1. Membership

Membership of the Strategic Management Team shall comprise:

- Chief Executive.
- Corporate Director, Neighbourhood Services and Infrastructure.
- Corporate Director, Enterprise and Sustainable Regeneration.
- Corporate Director, Education, Leisure and Housing.
- Corporate Director, Strategy, Performance and Business Solutions.
- Chief Officer, Orkney Health and Care.

Figure 5: Strategic Management Team.



The Strategic Management Team may also invite attendance from other staff members depending on the incident type and duration.

The Strategic Management Team will be supported by a member of the Safety and Resilience Service.

3.2.2. Purpose

The Strategic Management Team will:

- Ensure the response from Orkney Islands Council has been initiated.
- Formulate the Strategy for responding to the incident. Whilst every emergency will have unique characteristics which must be considered, the undernoted will assist in developing a Strategy for Response:
 - Protecting human life, property and the environment.
 - Minimising the harmful effects of the emergency.
 - Care and support of people affected by an emergency.
 - Restoration of and maintaining normal services as far as possible.
 - Determine normal services.
 - Support the local community and its part in recovery.
 - Managing and supporting an effective and co-ordinated joint response.
 - Informing the public.
- Receive updates as required from the Duty Tactical Lead and Chair of the Incident Management Team relating to:

- Suspension of normal working.
- Impact on Orkney Islands Council’s services.
- Situation reports on services.
- An assessment of the impact and duration of the emergency.
- Ensure the effective use of resources.
- Liaise with the Convener, Leader and Deputy Leader of Orkney Islands Council to ensure elected members are apprised and updated.
- In all appropriate cases, Scottish Ministers are informed of action taken by the Council in terms of the Civil Contingencies Act 2004, as highlighted under Section 1.9 of this Plan and/or the Local Government (Scotland) Act 1973, Section 84.
- Ensure representation at any Multi-Agency Co-ordination Centre (MACC).
- Initiate and monitor the Recovery Working Group.

3.2.3. Location

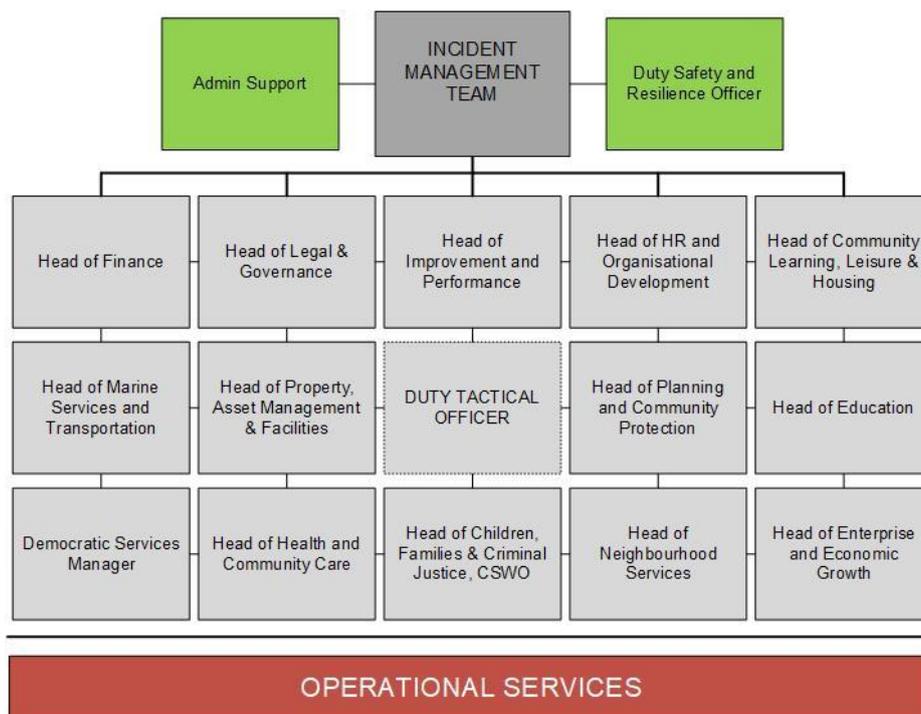
The Strategic Management team may be held virtually using MS Teams or located within the Chief Executive’s office.

3.3. Incident Management Team

3.3.1. Membership

Membership of the Orkney Islands Council Incident Management Team shall be in accordance with the following arrangements:

Figure 6: Incident Management Team.



The Incident Management Team may also invite attendance from other staff members depending on the incident type and duration. By default, this will include a member from the Communications Team.

The Incident Management Team will be supported by a member of the Safety and Resilience Service.

In the event of the activation of the Strategic Management Team, the Head of Finance, Head of Legal & Governance Services may remain at the Strategic level and consideration will require to be undertaken as to the most appropriate level of representation or substitution.

3.3.2. Purpose

The Incident Management Team will:

- Protect life, property and the environment.
- Initiate the appropriate response from Orkney Islands Council.
- Determine whether the situation merits the activation of the Strategic level of co-ordination and recommend accordingly.
- Appoint an Operational Lead to co-ordinate front line activities and implement the tactical plan.
- Interpret the Strategic direction set by the Strategic Management Group, or in its absence, formulate the Strategy for responding to the incident. Whilst every emergency will have unique characteristics which must be considered, the undernoted will assist in developing a Strategy for Response:
 - Protecting human life, property and the environment.
 - Minimising the harmful effects of the emergency.
 - Care and support of people affected by an emergency.
 - Restoration of and maintaining normal services as far as possible.
 - Determine normal services.
 - Support the local community and its part in recovery.
 - Managing and supporting an effective and co-ordinated joint response.
 - Informing the public.
- Update the Strategic Management Team and determine:
 - Suspension of normal working.
 - Impact on Orkney Islands Council's services.
 - Situation reports on services.
 - An assessment of the impact and duration of the emergency.
- Develop a Tactical Plan.
- Co-ordinate activities and assets.
- Ensure representation at Orkney Local Emergency Co-ordinating Group (OLECG).

- Establish shared situational awareness between the responding agencies.
- Ensure that statutory responsibilities are met and doctrine considered for the health, safety, human rights, data protection and welfare of individuals during the incident.
- Share and co-ordinate operational plans to ensure multi-agency compatibility and understanding of initial tactical priorities and ongoing tactics.
- Manage and co-ordinate multi-agency resources and activities where required, providing a joined-up and directed response. Liaise with relevant organisations to address the longer-term priorities of restoring essential services and the recovery of affected communities.
- Ensure that all tactical decisions made, and the rationale behind them, are documented in a decision log, ensuring that a clear audit trail exists for all multi-agency debriefs and future multi-agency learning.
- Make de-briefing facilities available and de-brief the operational commanders.
- Consider any issues that have negatively affected interoperability and ensure they are noted in any debrief reports.

3.3.3. Location

The Incident Management Team may hold its meetings virtually using MS Teams, or will be located within the Bunker, School Place, Kirkwall. In the event that this is being used, the facility will be vacated in the event of it being required for an emergency.

3.3.4. Agenda

A draft agenda for the Incident Management Team meeting is included at Appendix 2.

3.4. Operational Response

3.4.1. Membership

The operational response will depend on the incident type and its geographical location. This response will comprise of front-line services deployed by Orkney Islands Council.

The Incident Management Team will appoint an Operational Lead at the earliest opportunity to co-ordinate on scene activities.

The Operational Lead will control and deploy the resources of the Council's response service within a functional or geographical area and will implement the tactical plan as directed by the Incident Management Team.

Clear communications should be established and maintained so that individuals can work together in a co-ordinated way.

3.4.2. Purpose

The Operational lead will:

- Protect Life, Property and the Environment.
- Make an initial assessment of the situation using METHANE.
- Request appropriate resources and, where appropriate declare a Major Incident or Emergency.
- Receive updates and report as required from/to the Duty Tactical Lead and Chair of the Incident Management Team relating to:
 - Suspension of normal working.
 - Impact on Orkney Islands Council's services.
 - Situation reports on services.
 - An assessment of the impact and duration of the emergency.
- Ensure the effective use of resources.
- Participate in joint meetings and share information, intelligence and risk information to make effective joint decisions and co-ordinate operational plans.
- Agree a common view of the situation, its consequences and potential outcomes and the actions required within a working strategy.
- Maintain shared situational awareness through effective communication between all multi-agency organisations to assist in the implementation of the operational plan.
- Identify the challenges the organisation's operational plan may present to its multi-agency partners and take action to minimise or reduce them.
- Make and share decisions according to the agreed level of responsibility, with an awareness of consequence management. Share the decisions with multi-agency colleagues.
- Construct a working strategy and establish priorities for its execution in sufficient detail so that other agencies have a clear understanding its actions.
- Carry out a briefing at the earliest opportunity and at regular intervals.
- Understand the role of each agency in managing and co-ordinating the care of victims, survivors and relatives.
- Assist in the security of the scene and participate in the triggers, signals and arrangements for emergency evacuation.
- Record and share ongoing dynamic risk assessments, putting in place control measures with appropriate actions and review.
- Understand how continually changing hazards and risks affect each organisation and work with multiagency colleagues to address them.
- Ensure that statutory responsibilities for the health, safety and welfare of personnel are met during the incident.
- Determine whether the situation requires activating the next level of command, internally with Incident Management Team support or externally with Orkney Local Emergency Coordinating Group and make appropriate recommendations.

- Update the Duty Tactical Lead on any changes, including any variation in agreed multi-agency tactics within their geographical or functional area of responsibility.
- Ensure appropriate support by the organisation at the scene.
- Maintain accurate records of information known, decisions taken and a concise rationale for those decisions. Records should be made contemporaneously.
- Consider organisational post-incident procedures.
- Carry out a post-incident hot debrief.
- Consider any issues that negatively affected interoperability and ensure they are noted in any debrief.

3.4.3. Location

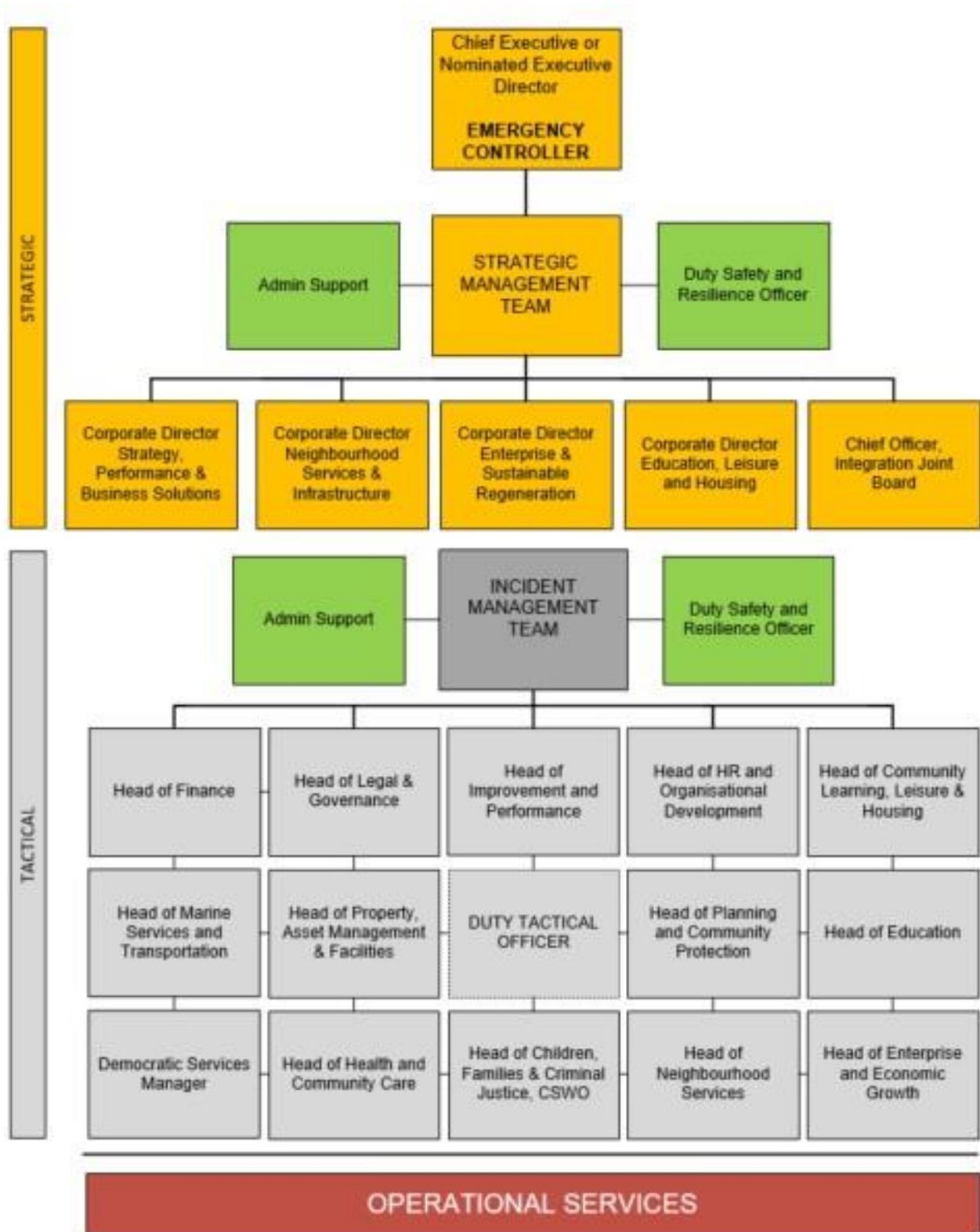
The appointment of an Operational Lead will be determined by the incident type and location.

Operational Leads will be working with colleagues from other responder agencies. This will most likely be at, or close to, the scene of the incident.

3.4.4. Overview

This provides an overview of Orkney Islands Council arrangements following an emergency:

Figure 7: Hierarchy of Response – Internal.



3.5. Decision Making

It is imperative that decisions taken and the rationale behind such decisions are recorded at every level. Full details of the decision-making model and the rationale behind this are included at Appendix 3.

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Section 4. Administration

4.1. Introduction

Depending on the incident type, an emergency may place a considerable strain on the Services provided by Orkney Islands Council. This Section covers the administration surrounding the response structure.

4.2. Duty Resilience Officer

The Safety and Resilience Service will ensure a member of staff is always on call to provide support and assistance to the Duty Tactical Lead. Details of the relevant officer will be provided to the Chief Executive's service every Monday.

4.3. Duty Tactical Lead

Respective Heads of Service will perform one week of Duty Tactical Lead for Orkney Islands Council on a rotational basis. The rota will be held by Chief Executive's service who will be responsible for the administration surrounding the duty in accordance with the operational policy.

4.4. Strategic Lead

The Strategic lead for Orkney Islands Council will by default rest with the Chief Executive. Any amendment will be by substitution with a relevant Corporate Director and details will be held by the Chief Executive's service.

4.5. Administrative Support

As highlighted in the previous Section, administrative support will be provided to the responding teams as follows:

Table 3: Administrative Support.

Designation.	Role.
Strategic Management Team.	Minute Taker/ Loggist.
	Admin Support.
Incident Management Team.	Minute taker/ Loggist.
	Admin Support – calls.
	Admin Support – Issues Board.
	Logistics.
Operational Lead.	Loggist.

The number of Administrative Staff will change depending on the incident type and duration.

4.6. Corporate Administration Group

Following an emergency, The Head of Improvement and Performance will oversee that the Corporate Administration Group meet and address the minimum requirements highlighted at Table 3 above, under the direction of the Service Manager for Customer Services and Corporate Administration.

Should it become apparent that significant resources are required in responding to or recovering from an emergency, the Group will identify sufficient staff to form a Logistics Team, as per [Section 5.8.](#)

In the event of a protracted emergency, the Corporate Administrative Group will ensure that sufficient staff are identified to ensure continuity of support to the responding teams.

4.7. Bunker

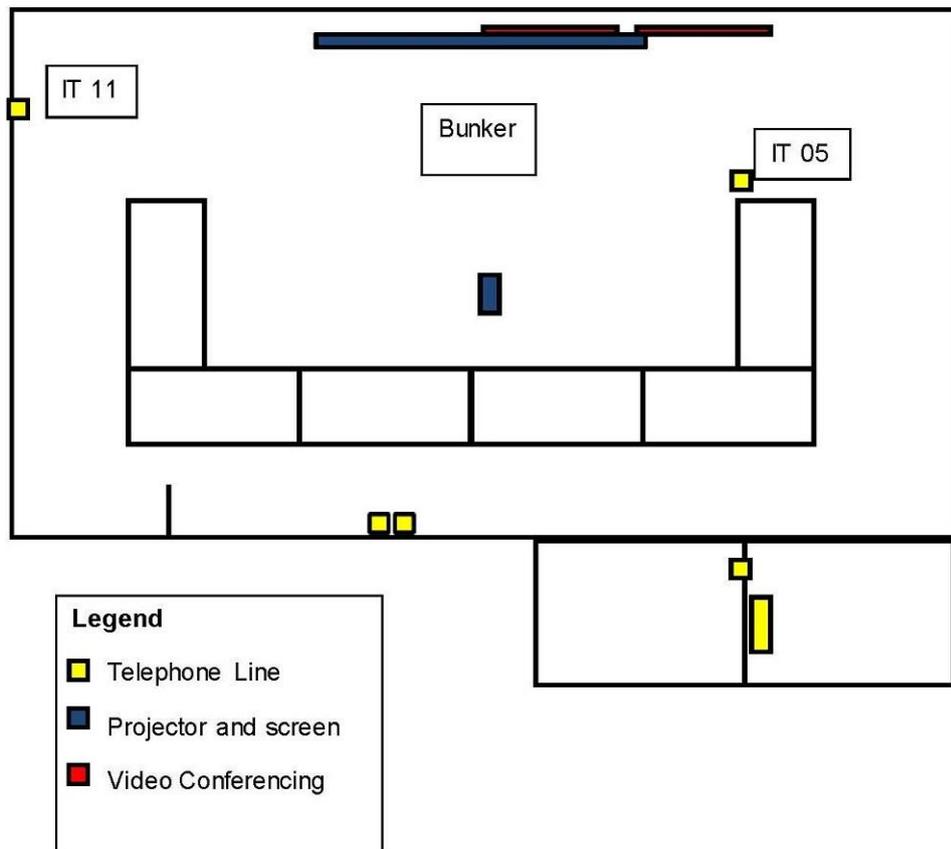
The Bunker is located at Orkney Islands Council, School Place, Kirkwall. There is an emergency exit located adjacent to the Bunker entrance and a number of steps which lead down to the door.

The Bunker contains usual meeting facilities as follows:

Table 4: Bunker Facilities.

Facility.	Reference No.	Description.	Other Information.
Video Conferencing.		[REDACTED]	[REDACTED]
Telephone Line.	IT 11.	[REDACTED]	[REDACTED]
Telephone Line.	IT 05.	[REDACTED]	[REDACTED]
Telephone Line.		[REDACTED]	[REDACTED]
Telephone Line.		[REDACTED]	[REDACTED]
Telephone Line.		[REDACTED]	[REDACTED]
Comms Network Switch.		[REDACTED]	[REDACTED]
Wi-Fi.		[REDACTED]	[REDACTED]
Analogue Phones.		[REDACTED]	[REDACTED]

Figure 8: Bunker Plan.



Additional lines can be placed within the bunker if required, however this will impact on the overall number of lines available to the Council by the corresponding amount. In the event of a change to the current set up, IT Services will be instructed by the Tactical Lead.

4.8. Finance

4.8.1. Introduction

The response to and recovery from an incident or emergency will place a strain on existing financial arrangements within the Local Authority.

It is essential the accurate recording of spend in relation to any incident is captured.

4.8.2. Authority to Spend

Only officers who have authority to utilise purchase orders will be in a position to requisition resources in relation to any incident.

In the first instance, The Duty Tactical Lead will authorise any spending in relation to the Orkney Islands Council's response or recovery arrangements. Following the formation of an Incident Management Team, this will be a standing item on the agenda.

4.8.3. Coding Arrangements

All expenditure in relation to the response to and recovery from an incident or emergency will be coded to:

- R [REDACTED] Emergencies.

This code is de-activated and will require activation during the response arrangements. This will be done by the Duty Tactical lead in consultation with the Head of Finance.

4.8.4. Administration

In the event of an emergency and to assist with the co-ordination of any subsequent claim under Bellwin, it is essential that detailed records are kept of expenditure.

4.8.5. The Bellwin Scheme

With a policy of disaster co-ordination at a local level in the UK there are problems of funding when such events occur. The Bellwin Scheme, theoretically, makes provision for financial assistance to local authorities which have incurred substantial expenditure in dealing with the effects of a disaster. Orkney Islands Council will not qualify for assistance until it has expended IRO £ [REDACTED] after which the Council may be able to claim percentage expenditure to be determined at the time, above this threshold.

More information on the Bellwin Scheme Guidance is available at:

<https://www.gov.scot/publications/bellwin-scheme-guidance-and-application-form/>

4.8.6. Compensation Claims

Orkney Islands Council may have an opportunity during a pollution incident to submit a claim for compensation in conjunction with other responders, working with the Maritime and Coastguard Agency.

4.9. Procurement

In an emergency, Orkney Islands Council will need to be flexible in how goods and services are procured as required for an effective response. The Contract Standing Orders permit flexibility in special circumstances, including where, in the opinion of the Chief Executive or Corporate Directors, action is urgently required to prevent danger to life, serious risk to health, or damage to property. See section 13 of the Contract Standing Orders. Formal written authorisation can be dispensed with only where it is reasonable and justifiable given all of the facts and circumstances to hand, with the appropriate authorisation sought retrospectively.

Officers must therefore balance the need to act without delay against meeting their overarching public sector obligations (act lawfully, reasonably and with integrity).

4.9.1. Key Considerations

The following key considerations may help respond in an emergency:

- Clarify that the situation meets the criteria for treatment as an 'emergency' and that a flexible approach to procurement can be fully justified.
- Identify, specify and prioritise the immediate procurement activities that will bring relief.
- Consider the operating environment and conditions 'on the ground'.
- Find out what other government agencies and NGOs are doing and, where possible, collaborate using framework agreements wherever possible.
- Consider your duty of care to suppliers and take appropriate measures to ensure their safety.

4.9.2. Maintaining Accountability

Once the situation has been stabilised and there is no immediate risk to human life, the environment or critical infrastructure, consider establishing a governance and management structure to coordinate and authorise necessary procurement activities.

- In emergencies there is a higher risk of payment requested in advance of delivery, inflated prices; fraud, bribery and corruption may also be a concern. Be aware of these possibilities and take action to guard against them. Due diligence should be taken wherever relevant to minimise the risk
- Be aware of the possibility of conflicts of interest and manage them appropriately.
- Document your emergency procurements during or as soon as possible after the event.
- Clearly state in your records that the purchase was an emergency procurement and record the facts and circumstances justifying this approach. Documents must be filed in accordance with the Procurement Reform (Scotland) Act 2014.
- Whatever procurement process has been adopted - it is still subject to audit.
- Post incident publication. To consider Public Contracts Scotland.

4.10. Insurance

All incidents which may result in a claim should be notified without delay to the Insurance Officer or Head of Finance and confirm this in writing as soon as possible.

The Insurance Officer will contact the Council's insurer with details of the emergency as soon as possible. The Council hold several different policies.

As the Council hold different insurance policies, details of the claim form can be obtained from the Insurance Officer.

In the event of a major incident or emergency, including any fatalities, on notification to the relevant Council Insurers, they shall:

- Appoint a named solicitor to be available as required.
- Take all necessary steps to ensure legal professional privilege is attached to all documentation prepared as part of the incident investigation.
- Provide assistance and guidance to the Council in any civil or criminal matter.

4.11. Legal and Governance Service

The function of Legal and Governance Service is to:

- Provide advice to the Strategic Management Team, see 3.2. above.
- Provide advice to the Incident Management Team see 3.3. above.
- Deliver the Registration function.
- Raise and defend legal proceedings arising from any decision taken or action arising from Council activity during the response to or recovery from an emergency, see 4.10. above.

In the event of an emergency leading to the activation of the Incident Management Team, the Head of Legal and Governance Service will participate in this group.

In the event of an emergency leading to the activation of the Strategic Management Team, the Head of Legal and Governance Service will provide support to this group and nominate a Solicitor to provide support to the Incident Management Team.

4.12. Registration

Orkney Islands Council is the Registration Authority for births, deaths, marriages and civil partnerships in the Orkney Islands area.

The responsibility for the Orkney Islands Registration District falls upon the Senior Registrar.

In normal circumstances, no difficulties are encountered in the identification of options in respect of the registration of deaths. In the event of an emergency resulting in multiple or excess deaths, policy will be sought from and determined by the Registrar General, National Records of Scotland, Edinburgh. This action will be implemented by the Head of Legal and Governance Service or Senior Registrar.

Process Map Legal Services refers.

4.13. Keyholders – School Place

In hours.

Access to Orkney Islands Council, School Place by employees will be by means of the official access pass.

Out of Hours.

Access to Orkney Islands Council, School Place by employees out of hours will be by means of the pass and a key for the out of hours access doors. Whilst respective keys have been issued for these doors, in the event of not being able to locate a key holder, contact should be made with the Duty Janitor on [REDACTED]

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Section 5. Response

5.1. Introduction

In this Section, there are additional matters which will assist in the response arrangements associated with an emergency.

5.2. Elected Member Liaison

During an emergency, it is important that the Leader, Council Convener and Elected Members are kept abreast of developments and the council's activities.

In the response phase, this will be undertaken as follows:

- Where a Strategic Management Team has formed – by the Emergency Controller.
- Where the response is led by the Incident Management Team – by agreement with the Duty Tactical Lead and the Head of Improvement and Performance.

During prolonged incidents, regular briefings will be held as part of the response structure.

During the response or recovery Phase, elected members may assist by chairing Community (Response or Recovery) Liaison Groups (see 6.9.1, Page 60).

5.3. Warning and Informing

The public's ability to communicate quickly has never been greater. The widespread use of smartphones and social networking means that the public is able to deliver images and information almost instantly to the media and the emergency services, and to share their experience of events in real time.

The communication strategy must flow from the Community Risk Register and the wider strategy adopted by the Regional Resilience Partnership and recognises that the overall aims will be to protect life, property and the environment.

An audience-based approach supports these overall aims by ensuring that the appropriate groups or individuals are engaged in the most effective manner. There may be a number of different audiences, requiring different types of information (for example instructions on action to be taken, advice on wider consequences, or reassurance) and delivered through a variety of communication channels.

The suggested approach involves five steps.

5.3.1. Audience Identification

Casualties, survivors and other and possible victims:

Group A – survivors.

Group B – potential victims who need to take action to avoid further harm.

Group C – those in the area whose activities may be disrupted by the consequences.

Group D – those not directly affected but know or are related to those involved.

The wider public:

Group E – those not affected but are concerned or alarmed about the wider implications.

Group F – the news media.

Consider the needs of vulnerable groups including children, older people and those with disabilities. Local knowledge, advanced preparation and planning will help you determine what messages they will need and how those messages can best be delivered.

5.3.2. Communication Objective Setting

Communication is a key part of achieving the overall objectives. Keep objectives focused on what you want to achieve. For example:

What are you asking of this particular audience?

Do you want them to be more aware of a particular issue? Are you looking for their support?

Do you want them to evacuate or take shelter?

5.3.3. Information and Message Development

In the Act and its Regulations, it is made clear that care should be taken to avoid alarming the public unnecessarily. There is also mention of the need to protect information which is sensitive in terms of security, public safety, commercial confidentiality or personal data protection.

Communication is about delivering the information required, which may involve explaining in a factual way what has happened, as well as what the response is or is likely to be, and why.

Different information will be required at different stages of an event.

5.3.4. Communication Channel Choice(s)

Some examples of different communication channels in an emergency are set out below. This is not an exhaustive list but provides a starting point for drawing together a new model of communication.

Mainstream media:

- Radio: national, regional and BBC Radio Orkney.
- Television.
- Newspapers and other publications.

Online communication:

- Social media.
- Websites.
- Email alerts and RSS feeds.

Direct communication:

- SMS/cell broadcasting.
- Door to door delivery.
- Local signage/electronic notice boards.
- Loud hailers/sirens/local public announcements.
- Helplines/recorded messages.

Internal communication:

- Informing/supporting staff.
- Staff as communicators of the key messages.

Opinion formers/community leaders:

- Elected representatives, local and national.
- Other community leaders.

Indirect/network communications:

- Voluntary organisations and community groups.
- Business groups/trade associations.

5.3.5. Monitoring, Evaluation and Review

An equally important step in the process is monitoring, evaluation and review. In the short term it is important to learn any lessons as the event is unfolding to ensure that messages can be adapted, and that the communication strategy continues to support the wider response and recovery programmes.

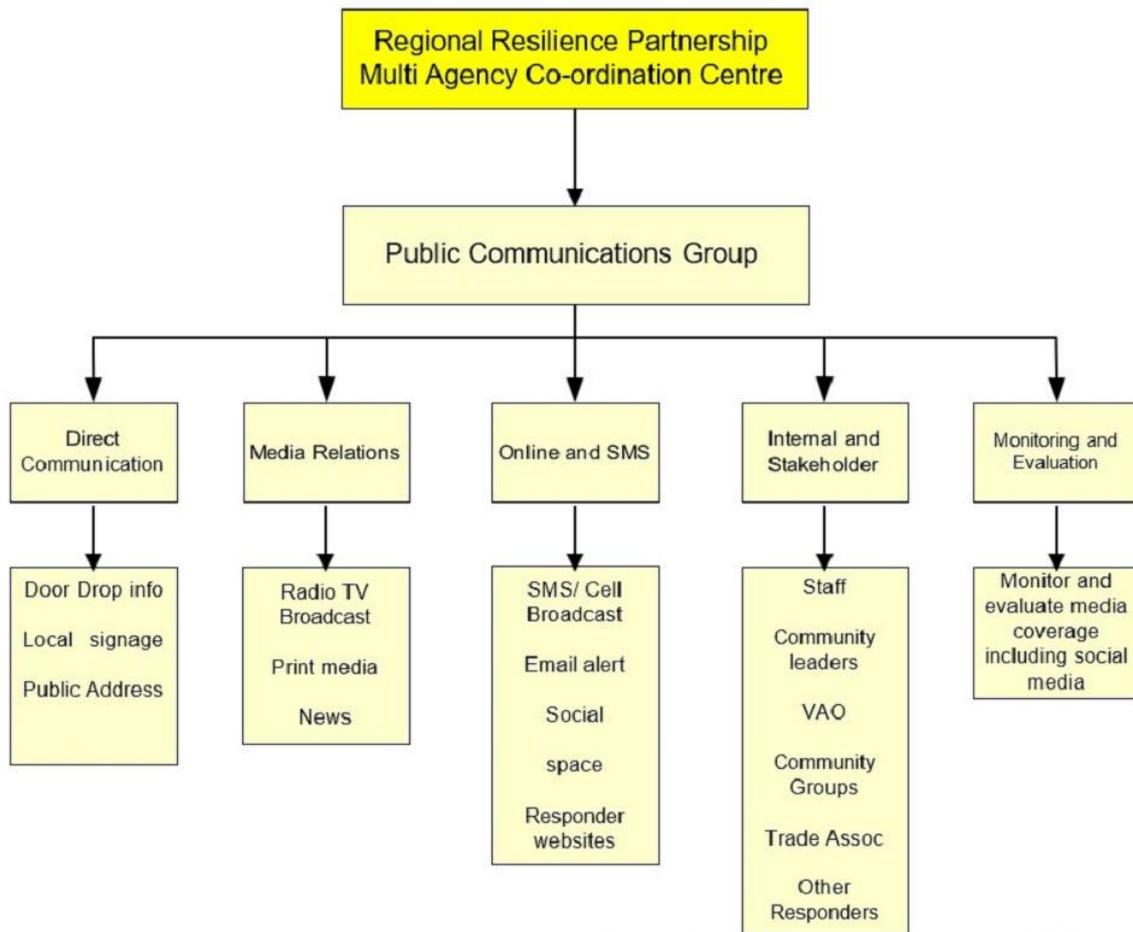
5.4. Media Liaison

The requirement for Warning and Informing will be undertaken at Strategic and Tactical levels. This will be undertaken by staff from the Strategy, Performance and Business Solutions Communication Team under the supervision of the Team Leader.

Strategically, the North of Scotland Regional Resilience Partnership may invoke a Public Communications Group. The composition of this Group will be emergency specific and brings together communication practitioners under the direction of the RRP.

The Public Communications Group will be aligned to address 5 issues reflected in the following diagram:

Figure 9: Public Communications Group.



(Source: Preparing Scotland – Warning and Informing)

This design can also be used to address the issues at a Tactical Level in the absence of the Public Communications Group.

The diagram below starts to map out the different communication responsibilities that would be expected in an emergency:

Figure 10: Communication Responsibilities.



(Source: Preparing Scotland – Warning and informing).

5.5. Local Arrangements

In order to facilitate multi-agency joint working, a member of staff from the Strategy, Performance and Business Solutions Communication Team will attend the Incident Management Team which will normally precede a meeting of Orkney Local Emergency Co-ordinating Group.

In the absence of a Strategic level of incident command, this group will determine a lead agency spokesperson and agreed media statement. This does not obviate the need to consider the issues highlighted at figure 10 above.

5.6. Volunteers

Some members of staff from Orkney Islands Council or NHS Orkney who form part of Orkney Health and Care will carry out Care for People duties under this plan as part of their day role. Some of the support activities which may be required under the Plan may require to be carried out by volunteers from other parts of the Council.

Current trained volunteers will perform the role of Rest Centre Manager, assisted by staff from Services within the Council such as Community Learning, Leisure and Housing, and from out with e.g. British Red Cross.

Where volunteers are sought to augment the rest centre functions then this will be authorised by Orkney Islands Council Incident Management Team or Duty Tactical Lead. Once authorised, Human Resources will recruit volunteers and assist with the co-ordination and management of rotas.

Volunteers will receive a briefing on their role, including health and Safety implications, and where necessary will be provided with adequate Personal Protective Equipment.

5.6.1. Volunteers – Other

Studies following the have shown there are four types of volunteers who will come forward to assist during an incident:

- Bystander, a person who is first at the scene who provides immediate relief e.g. the person who gives first aid in the street to someone taken ill.
- Convergent volunteer, a specific term to describe a person who converges to where officials need help and accepts direction on how to support the official response.
- Spontaneous volunteer, a more general term to describe a person who is stimulated by the emergency but who wants to freelance their volunteering or provide support to an official response organisation.
- Emergent volunteer groups, a collection of people who establish themselves to provide support to a community as freelancers.

(Source: UK Government, DEFRA, 2015).

Depending on the incident type, we may face volunteers from the Community who express a desire to assist. Care must be taken to ensure volunteers are matched to the role that they can perform. Examples might include drivers wishing to provide escort duties who must ensure they have adequate insurance cover or indeed who may require disclosure through Protection of Vulnerable Groups Scheme (PVG).

The co-ordination of volunteers will be carried out by Human Resources or by agreement with Voluntary Action Orkney.

The Process Map Human Resources refers.

5.7. Community Resilience Groups

During the response phase to the CV19 pandemic, Community Resilience Groups (CRG) were formed on the basis of providing a two-way conduit for communication with Council Services. The composition of each CRG was different in each area and was based loosely on the Community Council structure. The chair of each CRG attended a meeting, chaired by the Democratic Services Manager, to receive and report on actions together with providing local updates.

Two meetings were held weekly covering the island CRG and mainland based CRG. Issues were then processed directly with services, through the Incident Management Team or to the Incident Support Team.

The CRG could include membership from the Community Council, emergency services based on the island, Category two responders or other interested members of the Community.

5.8. Logistics

Depending on the scale of the emergency, it may be necessary to form a logistics team. The formation of this team will be considered by the Incident Management Team and should it be required; the Head of Improvement and Performance will commission this work. The Logistics team will work alongside the IMT and will be overseen by the Customer Services and Corporate Administration Manager. It will be managed by an Administration Manager.

Consideration should be given to utilising the Transport Manager, Transport Planner or assistant in the team.

5.9. Incident Support Team

Following the experience of responding to the Coronavirus 19 pandemic, it was clear that some issues coming into the Council required a multi service response. In order to co-ordinate the response to those requests, an Incident Support Team can ensure the solution is found and resources allocated, where appropriate. The IST should be led by a Manager or Team leader and will take issues from Community Resilience Groups, the Incident Management Team or from the public which cannot be dealt with by Customer Services and co-ordinate those to the point of resolution as follows:

5.10. Neighbourhood Services

The Services provided by Neighbourhood Services will invariably be called upon in the response and recovery phases of an emergency. These include:

- Road closures or diversions.
- Clearance of debris and restoration of highways.
- Plant and equipment.
- Fleet.
- Emergency lighting.
- Waste disposal.

In the first instance, these services will be provided by calling the out of hours Roads Services number [REDACTED]

The Process Map Roads Services refers.

In addition, building services may be called upon to assist with damaged infrastructure.

The Process Map Building Services refers.

5.11. Orkney Islands Council Harbours Authority

As a result of the Orkney Council Act 1974 (and amendments) the Council is the Statutory Harbour Authority (SHA) for Scapa Flow and Kirkwall Bay, Kirkwall, Stromness Harbour and numerous other smaller areas within Orkney. This in practice this is virtually all ports, harbours and piers in Orkney with the exception of St Margaret's Hope (a Trust Port) and Deerness slipway (privately owned and operated). In addition, by virtue of the Pilotage Act 1987 and a direction cited as The Orkney Pilotage Direction 1988 and amendments in 2007, 2010 and 2016 the Council is also the Competent Harbour Authority (CHA) for Scapa Flow and Kirkwall Harbour Areas in relation to acts of marine pilotage.

In practice this means that the SHA has, amongst others, fundamental duties as follows:

- To conserve the harbour so that it is fit for use.
- To facilitate the safe use of the harbour.
- To guard against loss or damage resulting from negligence on the part of the port or harbour authority.
- To have regard to the efficiency, economy and safety of the services provided.

The duties and operation of ports and harbours can appear to be complex due to various rules, regulations and guidelines which are issued on an International, national (UK) and regional (Scottish) basis which all have to be adhered to. With the CHA the provisions covered are as follows, noting that this is specifically to do with marine pilotage:

- Provision of the service.
- Compulsory pilotage.
- Charging.
- Agents / joint working (not really applicable in Orkney).
- Rights of Pilots.
- Misconduct.
- Limitation of liability.
- Deep-sea Pilotage.

With the introduction of the Port Marine Safety Code and associated Guide to Good Practice in 2002 (and as regularly updated) all aspects of port and harbours, management and operations are documented and regular notice to the Department of Transport (this is not devolved to the Scottish Government) on compliance should be made on a three-yearly basis.

In the event of an incident involving or where assistance is required from Orkney Ferries, Orkney Towage or Orkney Islands Council Harbours, contact should be made with Orkney Islands Council Port Vessel Traffic Services (VTS) on [REDACTED] requesting the Duty Harbour Master.

In the event of an oil pollution incident, contact should be made through VTS requesting the OIC Port Marine Safety and Counter Pollution Manager.

5.12. Orkney Islands Council airfields

The Council own and operate airfields on the following islands:

- North Ronaldsay.
- Westray.
- Papa Westray.
- Sanday.
- Stronsay.
- Eday.

There are scheduled air services to each of the islands operated by Loganair. Further details of these can be obtained from the Transport Manager, Enterprise and Sustainable Regeneration on extension [REDACTED].

In the event of an incident involving an aircraft on any of the airfields, reference should be made to the appropriate Multi-agency Response Plan and assistance sought from the Airfield Manager on extension [REDACTED].

5.13. Care for People

All Care for People matters are contained within the Orkney Islands Council Care for People Plan. The responsibility for this plan and these arrangements rests with the Chief Officer, Orkney Health and Care.

5.14. Appeal Fund

Following a large-scale disaster, it may be appropriate to open an appeal fund. Whilst the purpose of the fund will be determined, the following objectives may be used to assist setting up the fund:

- To relieve suffering and distress, sickness or disability of victims of the disaster and their dependants.
- To relieve financial need amongst victims of the disaster, and dependants of those killed or injured.
- To provide support (financial or otherwise) to local organisations which suffered loss or damage as a result of the disaster.
- To provide support (financial or otherwise) to any other person or class of person affected by the disaster who the Trustees consider should receive support and help.
- To recognise the bravery of those who provided support and assistance to all those affected by the disaster.
- To support the advancement of active citizenship and community capacity (including the promotion of civic responsibility, volunteering, the voluntary sector) which support the victims of the disaster and their dependents.
- To carry out any other purpose analogous to the above.

The decision to open an appeal fund will be taken by the Chief Executive of Orkney Islands Council in conjunction with the Convener and Leader of the Council.

Arrangements surrounding the administration of the Fund will be implemented by the Head of Finance.

5.14.1. Potential Sources of Information on Disaster Appeals

Disaster Action are a charity formed in 1991 by survivors and bereaved to provide support for survivors and the bereaved and guidance for media and responders. In 2010, they produced the following definitive guidance on disaster funding:

Lessons and Guidance on the Management and Distribution of Disaster Funds - which you can find at:

https://www.disasteraction.org.uk/publications/Disaster_Funds_Lessons_and_Guidance_on_the_Management_and_Distribution_of_Disaster_Funds.pdf

5.14.2. The British Red Cross Disaster Appeal Scheme

The Red Cross Disaster Appeal Scheme aims to rapidly deploy Red Cross resources to raise funds and then distribute money, cheaply, quickly and sensitively, to people affected by a major incident in the UK. This is not compensation, but a way of providing financial support to people at times of distress and a way for communities to show solidarity. Further guidance on the British Red Cross Disaster Appeal Scheme can be found at:

[https://www.ifrc.org/PageFiles/41203/1205600-IDRL%20Guidelines-EN-LR%20\(2\).pdf](https://www.ifrc.org/PageFiles/41203/1205600-IDRL%20Guidelines-EN-LR%20(2).pdf)

5.15. Helpline

In the event of an incident which involves the services of several services within the Council, it may be advantageous to instigate a Council Helpline. This would ensure that those requiring the assistance of the Council and who are involved in the incident have access to a dedicated number, which will allow the other functions to continue uninterrupted.

The Incident Management Team will determine the requirement for the helpline number and this action will fall to the Head of IT and Facilities, or ICT Manager.

The Team Manager, Customer Services Manager will ensure sufficient staff are allocated to the Helpline and relay messages to the Chair of the Incident Management Team for action.

The helpline number is 01856XXXXXX.

5.16. Emergency Housing

In the event of an incident whereby emergency housing will be required, the Head of Community Learning, Leisure and Housing will ensure that:

Where a rest centre has been activated:

- A member of the Housing and Homelessness team is deployed to assess and cater for need.

Where no rest centre activation has taken place but there is a need for emergency accommodation:

- A member of Housing and Homelessness team is available for deployment to a location determined by the Incident Management Team.

5.17. Catering

One of the considerations for the Incident Management Team following an incident will be the provision of catering. This will include the supply of beverages, snacks and meals as deemed necessary by incident type or duration. Consideration will need to be given to:

- Those affected by the emergency.
- Orkney Islands Council staff responding to the emergency.
- Staff from other agencies responding to the emergency.

The Head of Community Learning, Leisure and Housing will be responsible for catering arrangements.

The Process Map Catering refers.

5.18. Mutual Aid

During an emergency, mutual aid is an agreement amongst emergency responders to lend assistance across geographical boundaries. All partner agencies of Highlands and Islands Strategic Co-ordinating Group signed a mutual aid agreement at a meeting of that Group on 22 March 2011. A copy of this agreement is contained in Appendix 4.

5.18.1. Activation

Once it becomes apparent that there may be a need for mutual aid, the Chair of the Tactical Incident Management Team will pass this request to the Emergency Controller.

The Emergency Controller will determine the requirement for Mutual aid in accordance with the Strategy set for that incident and if approved will pass this to the relevant Local Authority deemed most suitable to provide the required resource.

Such assistance may include:

- Environmental Health Officers.
- Engineers.
- Building Control Officers/Structural Engineers.
- Persons to assist with media and public relations matters.
- Persons to provide support in the Emergency Centres of participating parties.
- Assistance with persons made homeless as a result of an emergency. (This may cover provision of premises for use as Rest Centres, together with housing advice, and provision of longer-term accommodation).

- Use of contractors.
- All other advice and assistance which any party at its discretion may require.

5.19. Military Aid to the Civil Authorities (MACA)

Military Aid to the Civil Authorities (MACA) replaces all previous versions of Military Aid. MACA may include:

- Assistance provided by the armed forces to other Government Departments for urgent work of National importance, responding to emergencies or in maintaining supplies and essential services.
- Military support to civil law enforcement agencies, such as the Police or Border Force, in the maintenance of law, order and public safety using specialist capabilities or equipment beyond that of civil powers.
- Training and logistic assistance to civil authorities, through the provision of the defence estate or facilities for either training or operational support to other agencies carrying out their duties.

5.19.1. Considerations

The provision of military assistance is governed by 4 principles:

- There is a definite need to act and the tasks the armed forces are being asked to perform are clear;
- Other options, including mutual aid and commercial alternatives, have been discounted; and either
- The civil authority lacks the necessary capability to fulfil the task and it is unreasonable or prohibitively expensive to expect it to develop the capability; or
- The civil authority has all or some capability, but it is not immediately available or to the required scale, and the urgency of the task requires rapid external support from the Ministry of Defence (MOD).

5.19.2. Requesting MACA

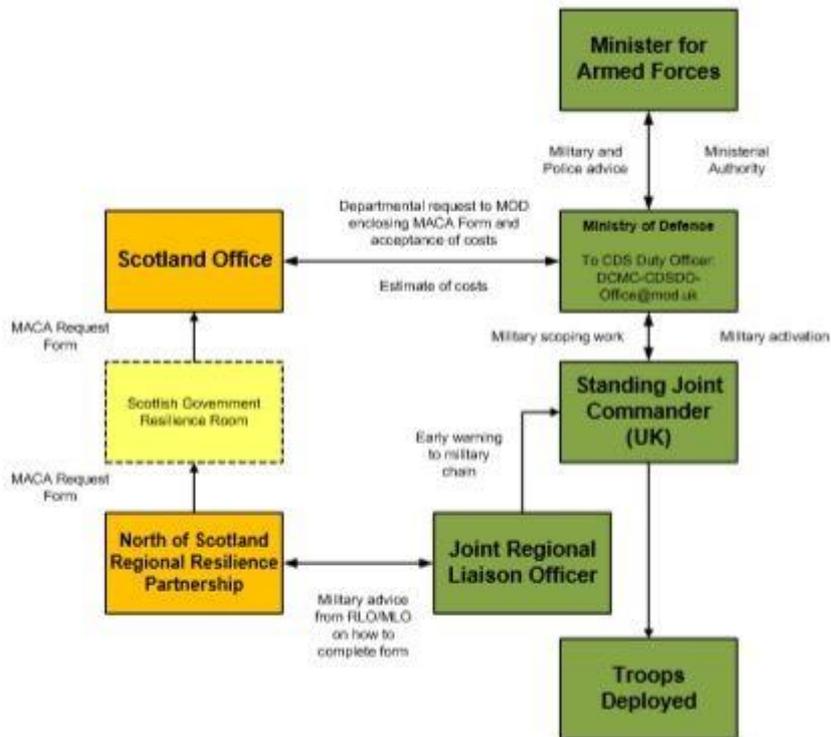
MACA can be requested and may be approved subject to the principles contained above. However, resources cannot be guaranteed, and it should be noted that costs fall to the requesting civil authority; except in cases where there is an immediate danger to life.

Requests must be made through the Scotland Office and one of the three Regional Liaison Officers (RLO) or local Military Liaison Officer (MLO) will be available to assist with compiling the request.

The application form is included at Appendix 5.

The following highlights the process whereby MACA is applied for:

Figure 11: MACA request flowchart.



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Section 6: Recovery

6.1. Definition

Recovery is defined as the process of rebuilding, restoring and rehabilitating communities and individuals' lives following emergencies. It is a process that embraces the intricacies of the relationships and processes that define all kinds of communities including those identified by geography and common interests.

(Source: Preparing Scotland – Recovering from Emergencies in Scotland).

6.2. Managing Recovery

The recovery from an emergency should be based on the following broad principles:

- Whatever Governance arrangements apply, they should consider recovery as a key element of its activities at all times.
- Communities and individuals should be supported through the provision of information, specialist services and resources.
- The recovery process should begin the moment the emergency begins.
- Effective recovery is a multi-agency activity requires sound preparation and management arrangements appropriate to the particular circumstances of the emergency at all times.
- Recovery arrangements should be agreed and understood by local responders, communities and their partners.
- Effective recovery recognises the complex and dynamic nature of the process and the changing needs of those affected.
- Effective recovery should be conducted at the local level with the active participation of the affected community and a strong reliance on local capacities and expertise.
- The wider community, private sector and voluntary organisations will play a part in recovery.
- All agencies involved should have a part in the decision-making which influences recovery.
- Recovery planning and management arrangements should be supported by training programmes and exercises which ensure that all who will be involved are properly prepared for their role.
- Recovery assistance measures should be provided in a timely, fair and equitable manner for a diversity of community needs.

6.3. Structure

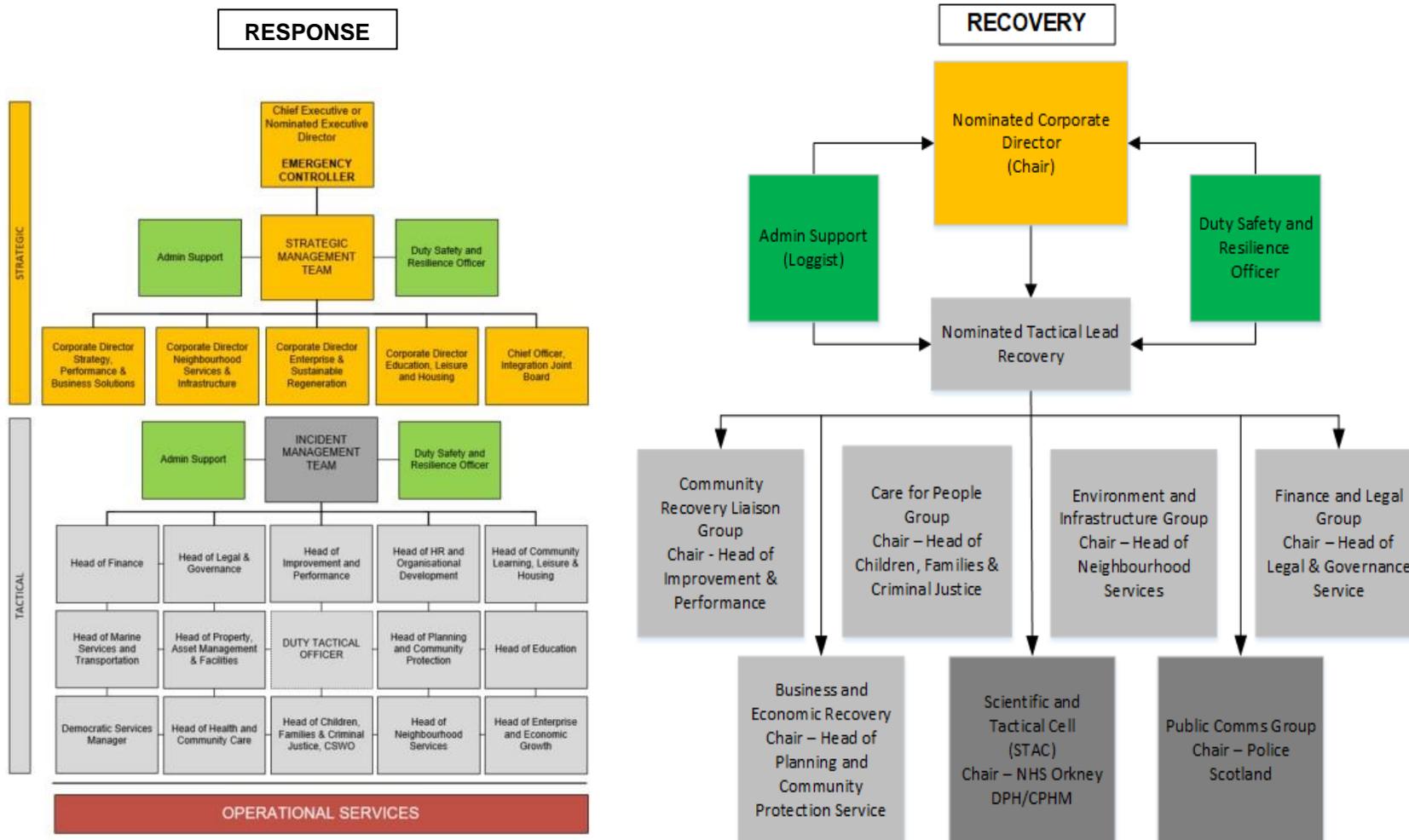
The process for recovery will be led by Orkney Islands Council. The Chief Executive or his/her nominated Deputy, will whilst acting as Emergency Controller nominate the Corporate Director who will lead on Recovery.

Depending on the incident type it is likely that the response arrangements contained within Section 5 of this Plan have been invoked.

Strategic arrangements could be in place to effectively manage the response as contained in Page 28, Section 3, [Figure 7](#), of this plan however as the response phase is developed arrangements should be in place to begin the process of recovery.

The following figure denotes the generic structure and responsibility associated with that recovery.

Figure 12: Response and Recovery Structures.



6.4. Response to Recovery Handover

As previously stated, the recovery process should commence the moment the emergency occurs. In the early stages, resources may be stretched as we assist in the initial response, but that work may indeed complement the commencement of recovery.

Once the response to the emergency has concluded and there is no longer a risk to life, Police Scotland will commence the formal handover of the incident to Orkney Islands Council.

The formal handover will be recorded as per Appendix 6.

6.5. Impact Assessment

To understand how emergencies, affect individuals and our communities in order that we can prioritise and scope our recovery efforts, we need to consider how the emergency has impacted upon them.

The suggested framework is illustrated in the following diagram which should be used together with the broad considerations which are dependent on the scale and severity of the emergency. Whilst recovery will be led by Orkney Islands Council, many of these impacts will only be resolved through multi-agency working. The following table therefore denotes the issues to be considered by Council staff working within the Recovery Working Group Structure.

Figure 13: Impact Framework.

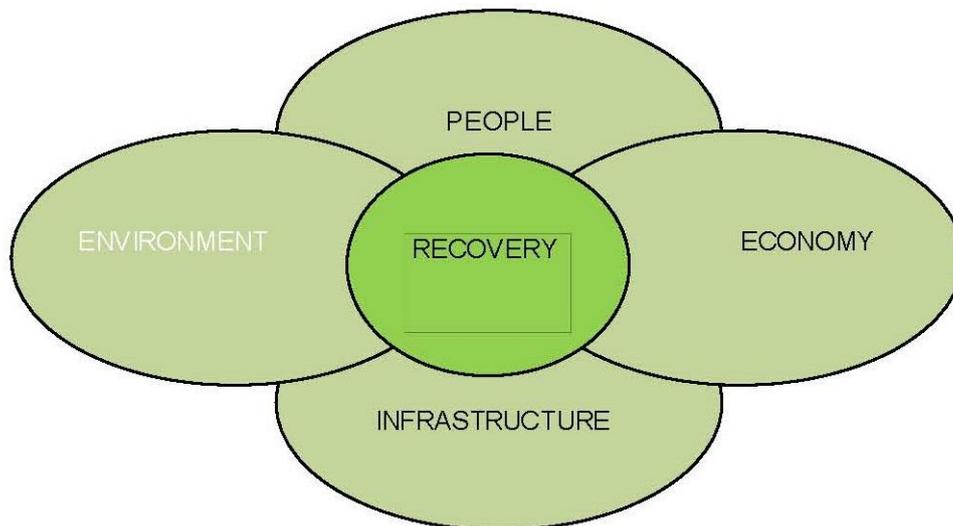


Table 5: Impact Considerations.

Category.	Issue.	Considerations.
People.	Physical impacts (including individuals' health, housing, financial needs).	1. Housing. 2. Orkney Health and Care. 3. Environmental Health.
	Psychological impacts (Personal and community).	
	Deaths.	1. Environmental Health. 2. Registrar. 3. Neighbourhood Services.
	Community displacement.	
	Community cohesion.	
Economy.	Economic and business impacts.	
	Employment.	1. Business Gateway. 2. Business Improvement District (BID).
Infrastructure.	Disruption to daily life (education establishments, welfare services, transport system).	1. Education, Leisure and Housing. 2. Community Association. 3. Island Airfields –Airfield Manager. 4. Orkney Ferries. 5. Northlink/Pentland/JOG Ferries. 6. Loganair. 7. Transport Scotland.
	Disruption to utilities/ essential services. Phones mobile/ landline. Water. Electricity.	1. BT National Emergency Link Line [REDACTED] 2. Resilient Telecommunications Network (RTN) at Kirkwall Police Station. 3. Airwave – SFRS arrangements. 4. Airwave – (IBIS) (Interim Bronze Interoperability Solution – 6 handsets at Kirkwall Police Station. 5. SSEN. 6. Scottish Water.
	Damage to residential, industrial and public	1. Building Standards. 2. Facilities Management.

Category.	Issue.	Considerations.
	property and security of empty buildings.	3. Works and Inspection. 4. Estates. 5. Environmental Health. 6. Neighbourhood Services (staff).
Environmental.	Pollution and decontamination.	1. Scottish Water. 2. Neighbourhood Services. 3. Environmental Health. 4. NHSO. 5. Marine Services (Counter Pollution Response). 6. SFRS (Hazmat). 7. SEPA. 8. Health Protection Scotland.
	Waste.	1. Scottish Water. 2. Neighbourhood Services.
	Natural resources and habitats.	1. Development and Marine Planning. 2. SEPA. 3. Scottish Natural Heritage. 4. Historic Environment Scotland. 5. RSPB.

6.6. Strategy for Recovery

The strategy for recovery should be set out at the onset and should draw on the impact assessment and considerations listed at paragraphs 6.4 and 6.5.

The Strategy could include some or all of the following:

- Early consideration of opportunities for longer term regeneration and economic Development.
- The involvement and co-operation of the community and all relevant agencies.
- Development of a concise, balanced, affordable recovery action plan that can be implemented quickly.
- Transport networks brought back into use as soon as practicable.
- Infrastructure and utilities recovery is co-ordinated and achieved with minimum delay.
- A proactive and integrated framework for personal care is established.
- A proactive and integrated framework of support for businesses is established.
- Physical restoration of all affected areas allows for potential future uses.
- Environmental protection and recovery issues are co-ordinated.

- A proactive and integrated framework for public communication (public information, media relationships, etc.) is established.
- Keeping detailed and auditable records of all activity and expenditure.
- Sources of potential funding are identified and maximised (including engagement with insurers).
- Establishing effective arrangements for community involvement and liaison (including as appropriate - community councils, local authorities, Scottish and UK Governments).
- Targets for Recovery are established.

The Strategy for recovery will be set by the Chair of the Recovery Working Group and reviewed at the commencement of each meeting.

6.7. Priorities and Targets for Recovery

As part of the Strategy, targets for recovery are established and agreed. The prioritisation of targets should involve the Communities through Community Recovery/Liaison Groups.

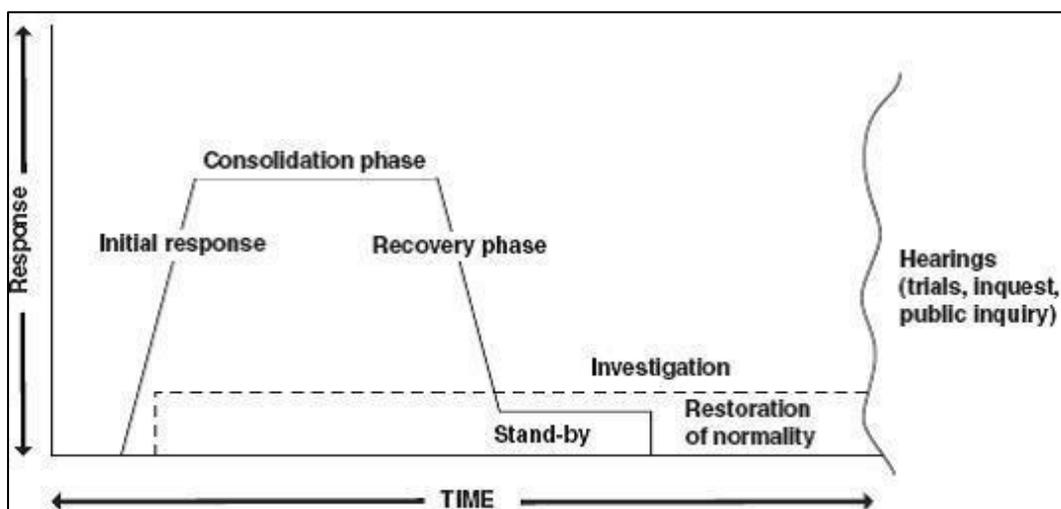
Suggested Milestones or targets for recovery could include:

- Demands on public services (including health) returned to normal levels.
- Utilities are fully functional.
- Schools are fully functional.
- Transport infrastructure is running normally.
- Local businesses are trading normally.
- Tourism in the area has been re-established.

6.8. Meeting Timings / Battle Rhythm

The incident type and severity will dictate the need for response and recovery arrangements. The following diagram depicts the four stages of an emergency.

Figure 14: Stages of an emergency.



From this we can see that the response and consolidation phases will require considerable effort, however once those have passed and we have moved to recovery, there are more resources and time available.

In order to ensure appropriate representation, it is worth considering the timing and duration of meetings in the initial stages. Unfortunately, this cannot be prescriptive due to the time the emergency occurs, or the demand for national or regional meetings, however the following could be used as a high-level template for the initial phases:

08:50 Strategic Management Team.

09:15 Incident Management Team.

10:15 Orkney Local Emergency Co-ordinating Group.

11:30 Recovery Working Group.

14:00 HILRP/ Tactical Oversight Group.

14:00 Recovery Working Sub Groups.

The key personnel must ensure they are represented at the meetings identified through the response and recovery phases, or that the Recovery sub group for which they are responsible is convened and discharges its functions appropriately.

6.9. Recovery Working Sub Groups

As highlighted in Figure 13, Page 52, the Recovery Working Group will comprise of 7 sub-Groups, 5 of which are chaired by the Orkney Islands Council. They will not be comprised exclusively of Council Officers but will be multi-agency sub-Groups to ensure appropriate representation. The following tables represent the sub-Groups, their chair, purpose, membership and roles.

6.9.1. Community Recovery/Liaison Sub Group

Chair: Ward Elected Member.

Lead: Local Authority.

Purpose.	Membership.	Role.
<ul style="list-style-type: none">• To canvass Community concerns, feelings and initiatives and to assist in informing the wider Community of actions proposed.• To assist in the impact assessment of the affected Community.	<ul style="list-style-type: none">• Appropriate Multi Agency Co-ordination Centre (MACC) representatives.• OIC Democratic Services Manager.• OIC Education Representative (Head teacher).• OIC Business Gateway Manager.• Community Council representatives.• Residents associations.• Tenants associations.• BID representative.• Community Safety chair.• Relevant Community Groups including religious/faith groups.• Voluntary Action Orkney.	<ul style="list-style-type: none">• Canvass Community concerns, feelings and initiatives and bring these to the attention of the RWG.• Assist in performing the wider Community of proposals for recovery.• Engage the Community in the recovery process.• Consider the community's interests in the context of overall recovery aims and objectives, including the choice between normalisation and regeneration.

6.9.2. Care for People

Chair: Head of Children, Families and Criminal Justice/ Chief Social Work Officer.

Lead: Local Authority.

Purpose.	Membership.	Role.
<ul style="list-style-type: none">• To co-ordinate the provision of full range of practical and personal assistance and support for those directly and indirectly affected by the emergency.• To enable the Community easy access to the required support or assistance.• To bring together all agencies with a role in caring for people.	<ul style="list-style-type: none">• OIC Care for People reps (Social Care, children, adults and Housing).• NHS Orkney Primary Care, Mental Health.• Police Scotland.• Voluntary Action Orkney.• Faith/Religious Groups.• Other organisations with a role in caring for people (housing associations, private carers).	<ul style="list-style-type: none">• Advise and inform the decisions of the Multi Agency Co-ordination Centre (MACC).• Implement the MACC strategies by co-ordinating its members' activities and integrating them with other functions.• Deliver services through its members' staff working at an operational level.

See also: Preparing Scotland – Care for People affected by Emergencies and Orkney Islands Council Care for People Plan.

6.9.3. Environment and Infrastructure Sub Group

Chair: Head of Planning and Community Protection Service.

Lead: Local Authority.

Purpose.	Membership.	Role.
<ul style="list-style-type: none"> • To use expertise (and monitoring data) to give viable options for clean-up, repair and replacement. • Liaise closely with stakeholders. 	<ul style="list-style-type: none"> • OIC Service specialists. • Scottish Government. • Site owners and insurers. • HSE Advisors. • Scottish Environment Protection Agency (SEPA). • Maritime and Coastguard Agency – Pollution response and environmental clean-up. • OIC Marine Services – Pollution Response and environmental clean-up. • Scientific specialists including (if necessary) Government decontamination service. • Regulators. • Food and water supply specialists. • Public utilities. • Community representatives. 	<ul style="list-style-type: none"> • Develop a preferred remediation strategy for approval by the MACC to cover cleaning, repair, replacement or regeneration of the physical infrastructure and clean-up of the natural environment to an agreed state. • Review integrity of key assets and prepare strategy for reinstatement where required. • Implement the MACC Strategy.

6.9.4. Finance and Legal Sub Group

Chair: Head of Legal and Governance Service.

Lead: Local Authority.

Purpose.	Membership.	Role.
<ul style="list-style-type: none">• To assess the financial and legal implications of the emergency and provide advice to the MACC, its partners and those affected.	<ul style="list-style-type: none">• Head of Legal and Governance Service.• Head of Finance.• Grants and Insurance Administrator.• Senior Finance and Legal Officers from MACC Partnership and other organisations involved.	<ul style="list-style-type: none">• Advise and inform the discussion of the MACC.• Explore the different streams for financial aid.• Seek authority to incur expenditure.• Monitor all recovery expenditure and report to MACC on allocation and recovery.• Consider litigation, criminal or public enquiry issues.• Provide advice and guidance on the establishment and management of disaster funds and trusts.

6.9.5. Business and Economic Recovery Sub Group

Chair: Head of Enterprise and Economic Growth.

Lead: Local Authority.

Purpose.	Membership.	Role.
<ul style="list-style-type: none"> • To assess the economic implications for the affected area and provide assistance. • To enable businesses affected by the emergency to resume trading as soon as possible. 	<ul style="list-style-type: none"> • Scottish Government Directorates. • UK Government Departments. • Business Improvement District (BID). • Business Gateway. • Highlands and Islands Enterprise (HIE). • Learning and Skills Council. • Trades Unions. • Trade Associations/ Retail forums. • Association of British Insurers. • Other agencies as required (National Trust for Scotland), National Farmers Union, etc. • Local Economic Partnership representatives. 	<ul style="list-style-type: none"> • Advise and inform discussions of the MACC by devising an economic recovery strategy that takes account of any longer-term strategic regeneration and economic development opportunities in the affected area. • Support affected businesses. • Engage with those able to provide grants and financial support for recovery/ regeneration.

6.9.6. Public Communications Sub Group

Chair: Police Scotland.

Lead: Police Scotland or MCA.

Purpose.	Membership.	Role.
<ul style="list-style-type: none"> • To develop an audience-based communications strategy based on MACC recovery strategies as an extension of the work of public communication in the immediate response phase. • To ensure that the public and media are fully informed and consulted. • To advise and inform the communications output of all other sub groups. • To address local, regional and national communications issues. • To allow communities to make informed decisions. 	<ul style="list-style-type: none"> • Communications practitioners from all local responders (press officers, webmasters, direct communications and marketing and internal and stakeholder communications). • OIC Communications Team Leader. • OIC Web Co-ordinator. 	<ul style="list-style-type: none"> • Advise and inform the discussions of the MACC. • Prepare strategic advice on public communications. • Identify key groups and individuals affected by emergency response and recovery. • Develop a co-ordinated communications plan. • Prepare joint messages/ statements. • Establish communications facilities. • Manage the media relations process.

See also: Preparing Scotland – Warning and informing Scotland – Communicating with the Public North of Scotland Regional Resilience Partnership – Public Communications Plan.

6.9.7. Scientific and Technical Advice (STAC)

Chair: Director of Public Health.

Lead: NHS Orkney.

Purpose.	Membership.	Role.
<ul style="list-style-type: none"> • To co-ordinate and provide specialist scientific and technical advice including on public health and the environment. 	<ul style="list-style-type: none"> • NHS Orkney Director of Public Health. • NHS Orkney Consultant in Public Health (if applicable). • OIC Environmental Health Manager. • Scottish Fire and Rescue Service (SFRS) HAZMAT Officer or Scientific advisor. • Lead responder – Liaison Officer, usually Police Scotland. • OIC Communications Officer. • Health Protection Scotland – Consultant. • Scottish Environment Protection Agency (SEPA) liaison representative. 	<ul style="list-style-type: none"> • Advise and inform the discussions of the MACC by providing authoritative information and advice on the risk assessment of health and environment hazards. • Co-ordinate with all the relevant specialist advisors through a single group. • Provide agreed recommendations on risk management actions. • Provide co-ordinated risk communication messages. • Confine the main discussion on such issues within the STAC itself (rather than the main co-ordinating group meetings).

See also: Preparing Scotland – STAC Guidance: Providing Public health, Environmental, Scientific and technical Advice to Emergency Co-ordinating Groups in Scotland.

6.10. Role of Elected Members

As the emergency develops, elected representatives will need to be aware of the impacts on the community and their normal role in Council Governance. Their role will have an increased prominence, for example:

- As Chair of any Community Recovery Groups. These Groups will be useful to understand impacts and emerging issues and to relay the activities of the responding agencies. They will liaise with the Community Recovery/ Liaison Sub Group.
- Providing a focus for community concerns.
- Being the public face of their organisation at the local level.
- Identifying problems and vulnerabilities of their community that may require priority attention and feeding them back to the relevant recovery group.
- Explaining the reasons for decisions taken in dealing with recovery.
- Having knowledge of local personalities and resources.
- Encouraging and supporting recovery teams working within their community.
- Enhancing local community liaison and engagement.
- Visiting people affected to be a listening ear and to give them reassurance.
- Considering, at an early stage, recommendations from the SCG on the strategic choice between 'normalisation' and 'regeneration' of the affected area.
- Assisting with public communications in close liaison with the public communications group.
- Assisting with VIP visits.
- Liaising with other elected representatives (MSPs/MPs/MEPs/other local authorities' representatives, etc).
- Assisting (and possibly chairing) debrief sessions with the community.
- Approving revised business plans and strategies to take account of changed circumstances.

6.11. Humanitarian Assistance Centre/Drop in Centre

Effective engagement with the Community during recovery can be achieved by establishing a Humanitarian Assistance Centre to allow the public access to information and assistance on the whole range of problems they may be experiencing.

For details on setting up a Humanitarian Assistance Centre, please see Orkney Islands Council Care for People Plan, Section 10.

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Section 7. Glossary

Abbreviation.	Meaning.
BID.	Business Improvement District.
BT.	British Telecom.
CAG.	Corporate Administration Group.
CCA.	Civil Contingencies Act 2004.
CGOC.	Coastguard Operating Centre.
CO.	Contingencies Officer.
COBRa.	Cabinet Office Briefing Room.
CRG	Corporate Resilience Group.
CSWO.	Chief Social Work Officer.
HAC.	Humanitarian Assistance Centre.
HAZMAT.	Hazardous Material.
HIE.	Highlands and Islands Enterprise.
HILRP.	Highlands and Islands Local Resilience Partnership.
HMCG.	Her Majesty's Coastguard.
HR & OD.	Human Resources and Organisational Development.
HS and E.	Health, Safety and Environmental.
IBIS.	Interim Bronze Interoperability Solution.
IMT.	Incident Management Team.
IRO.	In region of.
IT.	Information Technology.
JOG.	John O'Groats.
LRP.	Local Resilience Partnership.
MACA.	Military Aid to Civil Authority.
MACC.	Multi-Agency Co-ordination Centre.
MCA.	Maritime and Coastguard Agency.
METHANE.	Major incident declared; Exact location; Type of incident; Hazards; Access; Number, type, severity of casualties; Emergency Services – required and present.
MLO.	Military Liaison Officer.

MOD.	Ministry of Defence.
NGO.	Non- Governmental Organisation.
NHS.	National Health Service.
NHSO.	National Health Service Orkney.
NOSRRP.	North of Scotland Regional Resilience Partnership.
OIC.	Orkney Islands Council.
OLECG.	Orkney Local Emergency Co-ordinating Group.
PH.	Public Holiday.
RRP.	Regional Resilience Partnership.
RTN.	Resilient Telecommunications Network.
RWG.	Recovery Working Group.
RLO.	Regional Liaison Officer.
SAS.	Scottish Ambulance Service.
SEPA.	Scottish Environment Protection Agency.
SFRS.	Scottish Fire and Rescue Service.
SSEN.	Scottish and Southern Electricity Network.
STAC.	Scientific and Technical Advice Cell.
TOG.	Tactical Oversight Group.
VAO.	Voluntary Action Orkney.
VTS.	Vessel Traffic Service.

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Section 8. Further Guidance

The following is a list of useful documents or web sites which will enhance the user's understanding of the content. It is designed to augment this plan and some of the content may be replicated within.

Preparing Scotland Guidance:

<https://www.readyscotland.org/media/1166/preparing-scotland-philosophy-principles-structures-and-regulatory-duties-20-july-2016.pdf>

Preparing Scotland - Recovering from Emergencies Guidance:

<https://www.readyscotland.org/media/1418/preparing-scotland-recovering-from-emergencies-published-version-september-2017.pdf>

UK Government National Recovery Guidance:

<https://www.gov.uk/guidance/national-recovery-guidance>

JESIP - Joint Emergency Services Interoperability Programme:

<https://www.jesip.org.uk/home>

International Federation of Red Cross- Legal framework for volunteering:

<https://www.ifrc.org/PageFiles/125640/legalframework.pdf>

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Section 9. Related Plans

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Section 10. Appendices

Appendix 1. Civil Contingencies Act 2004 – A short Guide.

Appendix 2. Orkney Islands Council Incident Management Team Draft Agenda.

Appendix 3. Decision Making.

Appendix 4. Mutual Aid Agreement.

Appendix 5. Military Aid to Civil Authority Application Form.

Appendix 6. Response to Recovery Handover Agreement.

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