Bath & North East Somerset Council

BUSINESS CONTINUITY PLAN

FULL VERSION

BUSINESS CONTINUITY PLAN

INDEX   PAGE

BUSINESS CONTINUITY PLAN

1. INTRODUCTION

The Civil Contingencies Act places a statutory responsibility on the Council, and by default all Services to produce and maintain Business Continuity Plans. These are a set of contingency arrangements for making sure that we can continue to deliver our critical functions in the event of an emergency and/or significant disruption.

This document sets out our approach at a corporate level to responding to an incident and the key activities both in recovering critical service delivery and our community role in assisting in an emergency.

This is a high level document and detailed plans for individual services are retained by them. (See Appendix A for overview of our arrangements)

2. DEFINITIONS

Business Continuity Management (BCM) –

This is the strategic framework for managing and improving Bath and North East Somerset's resilience to any interruption in the way it conducts its business. Its purpose is to facilitate the recovery of key business systems and processes within agreed time frames, whilst maintaining its critical functions and delivery of its vital services.

Emergency Management (EM) –

This is the process of managing major emergencies, including the maintenance of procedures to assess, prevent, prepare for, respond to and recover from emergencies. An emergency is defined as an event or situation that threatens serious damage to human welfare or to the environment, or war or terrorism which threatens serious damage to the security of the UK. To constitute an emergency this event or situation must require the implementation of special arrangements by one or more agencies, i.e. Police/Fire/Health etc

Emergency Management relates to activity that is conducted for the benefit of the public or society; whilst Business Continuity relates to activity that is conducted for the benefit of a single organisation, i.e. B&NES.

Disaster Recovery (DR) –

This is not just about computer system availability. While this was the original concept, today, the definition has been broadened to: "The ability to respond to an interruption in services by implementing a disaster recovery plan to restore critical business functions." Disaster recovery is the technological aspect of business continuity planning. This includes the plans and preparations that are necessary to minimize loss and ensure continuity of the critical business functions of an organisation in the event of disaster.

BUSINESS CONTINUITY PLAN

3. BENEFITS

Having a planned and effective response to a crisis or interruption of service delivery will ensure that –

- ✓ Customers continue to receive vital services;
- ✓ Significant financial losses are prevented;
- ✓ Key partners and supplier relationships are maintained;
- ✓ We maintain our reputation and the confidence of our stakeholders to deliver key services;
- ✓ We enhance our Community Leadership role, especially with our key partners;
- ✓ A clearer understanding of the Council's critical business processes is developed;
- ✓ Resources are effectively managed by focussing effort on business critical areas;
- ✓ Key performance and customer service standards are maintained;
- ✓ Our overall management of risk and governance arrangements are enhanced

4. OUR APPROACH

In compiling this plan we have carried out a Council wide Business Impact Analysis to identify our critical business activities. All services have undertaken this exercise and the results of this are detailed in Appendix C - E.

The assessment was to group activities into 3 different strands –

Critical – Those activities which need to be recovered within a 24 hour period

Vital – Those activities which need to be recovered within 5 days

Important – Those activities which need to be recovered beyond 5 days

In arriving at this judgement services risk assessed themselves as a Major/Medium or Low risk against the following criteria –

- ➢ **Public Health or Safety**
- ➢ **Council's Finances/Reputation**
- ➢ **Key Legal/Statutory Responsibilities**

In addition each activity identified which Information Technology system was used to support service delivery and therefore also needed to be recovered through a Disaster Recovery Plan. The results of this are attached at Appendix F

These assessments therefore simplify the corporate response and effort so that when an incident occurs we can prioritise our resource on critical activities.

BUSINESS CONTINUITY PLAN

5. KEY RISKS

The community – through the Avon and Somerset Local Resilience Forum - has already prepared its own risk register which identifies the key risks facing the area. Full details of this register can be found on the Avon and Somerset Police website.

In summary however the following were identified as key –

THREAT	LIKELIHOOD (1-5 RATING)	IMPACT (1-5 RATING)	RISK RATING (1-5 RATING)	RISK PRIORITY
FLOOD	4	4	4	VERY HIGH
PANDEMIC INFLUENZA	4	4	4	VERY HIGH
ANIMAL HEALTH (NOTFIABLE DISEASE)	4	4	4	VERY HIGH
CHEMICAL, BIOLOGICAL, RADIOLOGICAL & NUCLEAR INCIDENT	4	4	4	VERY HIGH
LAND MOVEMENT – MINES COLLAPSE	4	4	4	VERY HIGH
TERRORISM	4	4	4	VERY HIGH
TELECOMMUNICATIONS OUTTAGE	3	5	3	HIGH
MAJOR AIR QUALITY INCIDENT	3	4	3	HIGH
SEVERE WEATHER	3	3	3	HIGH
POWER OUTAGES	3	3	3	HIGH
INDUSTRIAL ACCIDENTS & ENVIRONMENTAL POLLUTION	3	3	3	HIGH

BUSINESS CONTINUITY PLAN

6. OUTLINE OF PLAN

Appendix A details this in diagrammatic form with the following key stages –

ASSESS SITUATION -

- ➢ INCIDENT OCCURS

- ➢ CONTACT KEY OFFICERS/SERVICES

- ➢ ESTABLISH THE FACTS & ASSESS SEVERITY

- ➢ CLARIFY LOCAL AUTHORITY INVOLVEMENT & RESPONSIBILITY

- ➢ INVOKE EMERGENCY RESPONSE AND/OR BUSINESS CONTINUITY RESPONSE

IF EMERGENCY RESPONSE –

- ➢ CONTACT RELEVANT AGENCIES & CLARIFY ROLES

- ➢ ESTABLISH CRISIS MANAGEMENT TEAM

- ➢ DEFINE LOCAL OPERATIONAL RESPONSE

- ➢ MANAGE & CO-ORDINATE LOCAL AUTHORITY RESPONSE

- ➢ ESTABLISH FUNCTIONAL TEAMS (WHERE NECESSARY)

IF BUSINESS CONTINUITY RESPONSE –

- ➢ CONTACT RELEVANT DIRECTOR(S) & ASSISTANT DIRECTOR(S)

- ➢ ESTABLISH BUSINESS CONTINUITY MANAGEMENT TEAM

- ➢ INVOKE LOCAL BUSINESS CONTINUITY PLAN(S)

- ➢ DEFINE LOCAL OPERATIONAL RESPONSE

- ➢ MANAGE & CO-ORDINATE SERVICE BASED RESPONSES

- ➢ ESTABLISH FUNCTIONAL TEAMS (WHERE NECESSARY)

AFTER INCIDENT IS FINISHED -

- ➢ DE-BRIEF AND POST INCIDENT REVIEW

- ➢ REVIEW PLANS

- ➢ RECOMMEND IMPROVEMENTS

BUSINESS CONTINUITY PLAN

These stages should be seen as a framework and the scale of our response and resource input will be dictated by the magnitude and severity of a particular incident. Therefore establishment of teams, i.e. the Crisis Management Team can be done 'virtually', initially, and the situation monitored with a relatively 'light touch' until facts become established.

In many cases an incident may change rapidly, i.e. severe weather, where a very localised situation - which may be being managed by one service - may develop into a regional emergency requiring a brisk corporate response.

Therefore it is important that our approach is flexible and appropriate planning and testing regimes are put in put in place to maximise the chances of managing all business continuity situations successfully.

7. ROLES & RESPONSIBILITIES

Crisis Management Team - Appendix G details the core roles and responsibilities that would be expected to be within our Crisis Management team. The team is formed from individuals identified in Appendix G and in a major emergency the Chief Executive will normally chair this team.

Duty Chief Officer & Senior Management – Appendix H & I detail the duty chief officer role and wider leadership group. They will also have a supporting role in any major emergency and form the key leadership on Business Continuity Management situations on a service or cross-service basis

Business Continuity Management team – This will perform the same functions as the Crisis Management team but on a scaled-down basis appropriate to the magnitude of the incident they will be managing, i.e. temporary evacuation of a school or localised flooding.

Emergency Management Team - Will act as a facilitator and support to the teams and the process as a whole and will be the core resource to help co-ordinate any activities with external agencies.

Leader and Cabinet - Will support the Chief Executive where appropriate in any local decision making with regard to emergencies.

Members - Where an incident is of a significant scale or one that is likely to be protracted it may be necessary to form an 'Elected Members; Emergency Committee'. This decision would be taken following discussions between the Leader and the Chief Executive. Detailed roles and responsibilities for this committee are attached at Appendix J.

8. REVIEW AND AVAILABILITY OF THE PLAN

This plan will be reviewed at least annually and updated accordingly. It will be made available in hard copy and electronic forms as well as being available in key locations and on the Councils Public website and Intranet.

BUSINESS CONTINUITY PLAN

APPENDICES

APPENDIX A – FLOWCHART – KEY STAGES IN OUR BUSINESS CONTINUITY AND EMERGENCY RESPONSE PLAN

APPENDIX B – FLOWCHART – KEY STAGES IN RESPONDING TO LOCAL INCIDENTS OF KEY RISKS

FIRE
BOMB THREAT
CIVIL DISTURBANCE
FLOOD
POWER OUTAGE
MEDICAL EMERGENCY
SEVERE WEATHER

APPENDIX C – CRITICAL B&NES FUNCTIONS REQUIRING RECOVERY WITHIN 24 HOURS

APPENDIX D – VITAL B&NES FUNCTIONS REQUIRING RECOVERY WITHIN 2 – 5 DAYS

APPENDIX E – IMPORTANT B&NES FUNCTIONS REQUIRING RECOVERY BEYOND 5 DAYS

APPENDIX F – RECOVERY PERIODS FOR B&NES INFORMATION SYSTEMS

APPENDIX G – ROLE OF CRISIS MANAGEMENT TEAM

APPENDIX H – DUTY CHIEF OFFICER ROLE & RESPONSIBILITIES

APPENDIX I - KEY CONTACTS & GENERAL INFORMATION

APPENDIX J – ROLE OF ELECTED MEMBERS EMERGENCY COMMITTEE

APPENDIX K – EMERGENCY MANAGEMENT AND BUSINESS CONTINUITY OBLIGATIONS AND STAKEHOLDER EXPECTATIONS

APPENDIX L – MISCELLANEOUS FORMS TO ASSIST IN EMERGENCY AND BUSINESS CONTINUITY SITUATIONS

BUSINESS CONTINUITY PLAN

– EMERGENCY SERVICES
– PRESS & PR
– DUTY OFFICER/C.EXEC
– EMU
– CENTRAL GOVERNMENT

INCIDENT OR EMERGENCY OCCURS

NOTES
- *MAJOR LOSS OF LIFE.*
- *MAJOR DAMAGE TO PROPERTY.*
- *LOSS OF "COMMUNITY ESSENTIAL NEEDS."*
- *USE "SITREPS".*
- *LIAISE WITH OTHER AGENCIES INVOLVED.*
- *THINK SHORT AND LONG TERM.*
- *DEPLOY B&NES INCIDENT OFFICER(S)?*

– LEADER/CHIEF EXEC
– EMERGENCY SERVICES
– DIRECTORS/AD's
– KEY B&NES STAFF
– KEY PARISH COUNCILS
– CABINET/OTHER MEMBERS
– UTILITIES/CONTRACTORS

CONTACT KEY OFFICERS SERVICES & RELEVANT AGENCIES ESTABLISH FACTS & ASSESS SEVERITY

– LEADER
– CHIEF EXECUTIVE
– DIRECTORS/AD's
– EMU
– PRESS & PR ISSUES

CLARIFY B&NES INVOLVEMENT AND RESPONSIBILITY & DECIDE ON LEVEL OF RESPONSE

CONSIDER:
- *LEGAL AND MORAL OBLIGATIONS.*
- *SEVERITY OF INCIDENT.*

– SET-UP CRISIS MGT TEAM
– SET-UP BUSINESS CONTINUITY MANAGMENT TEAM(S)
– PRESS & PR

INVOKE EMERGENCY RESPONSE AND/OR BUSINESS CONTINUITY PLANS (ESTABLISH CMT AND/OR BCMT)

ESTABLISH EMERGENCY ROOM
DECIDE CMT:
- *WORK LOCATION(S). (NEAR &/OR OFF SITE).*
- *MEMBERSHIP.*
- *CONTACT DETAILS.*
- *WORKLOAD.*
INFORM ALL AGENCIES OF CMT DETAILS.

– CMT/BCMT TO ACTION
– RE-CHECK FACTS
– PRIORITISE ACTIONS
– CLEAR COMMUNICATIONS
– LIAISON WITH AGENCIES

DEFINE LOCAL OPERATIONAL RESPONSE

CONSIDER:
- *TASKS*
- *RESOURCES*
- *PRIORITIES*

– CMT/BCMT TO ACTION
– RE-CHECK FACTS & SEVERITY
– RE-TASK & RE-PRIORITISE
– REVIEW RESOURCES
– MONITOR & REPORT
– ESTABLISH LIAISON OFFICER(S

MANAGE AND CO-ORDINATE LOCAL AUTHORITY RESPONSE OR SERVICE BASED TEAMS

ACTIONS:
- *LIAISE*
- *REVIEW*
- *RE-TASK*
- *DOCUMENT*
- *UTILISE EMERGENCY ROOM*

AWARENESS
- ENSURE CENTRAL MONITORING OF INCIDENT
- MAINTAIN BUSINESS AS USUAL FOR UNAFFECTED SERVICES

If necessary
ESTABLISH FUNCTIONAL TEAMS
e.g. Rest Centre, Housing, Works, Finance, Pollution Cleaning, Recovery etc.

CONSIDER:
- *STAFFING*
- *WORK LOCATIONS*
- *OTHER AGENCIES*
- *FUNDING*

RECORD ALL ACTIONS, MEETINGS, DECISIONS ETC DURING INCIDENT

CONDUCT POST-INCIDENT REVIEW

BUSINESS CONTINUITY PLAN

APPENDIX B – KEY STAGES IN RESPONDING TO LOCAL INCIDENTS OF KEY RISKS

Emergency procedures – flowcharts

List of incidents covered: emergency response procedures are used to address incidents that may occur during routine operations. Below is a list of some of the incidents that would trigger the initiation of emergency response procedures.

We will address each of the emergencies in detail in the following flowcharts.

Need: The need is to create flowcharts that convey the first actions to be carried out and the escalations and process flows based on the emerging scenario.

Before the construction of the flow charts the following need to be defined:
• Primary contacts
• Emergency response team members
• Crisis management team members
• Floor Marshals
• Roll call / head count lists
• First aid trained personnel
• Emergency service providers contact numbers
• Emergency contact numbers for all employees
• Vendor contact numbers
• Call trees for employees, contractors and vendors
• Floor plans with detailed information
• Building evacuation drills

BUSINESS CONTINUITY PLAN

FIRE

```
                              ╭──────────╮
                              │   Fire   │
                              │ Incident │
                              ╰──────────╯
                                   │
                                   ▼
┌──────────┐  ┌──────────┐   ┌──────────┐        ┌──────────┐
│ Activate │◄─│ Activate │◄──│Auto Alarm│───────►│ Activate │
│evacuation│  │  manual  │   │activated │        │evacuation│
└──────────┘  │  alarm   │   └──────────┘        └──────────┘
              └──────────┘         │                   │
                   │               ▼                   ▼
┌──────────┐       │         ┌──────────┐        ┌──────────┐
│ Employee │       │         │  Alarm   │        │ Evacuees │
│ informs  │◄──────┘         │monitoring│        │report to │
│ primary  │─────────┐       │ company  │───┐    │gathering │
│contact / │         │       │ contacts │   │    │  point   │
│   EMU    │         │       │  BANES   │   │    └──────────┘
└──────────┘         │       └──────────┘   │          │
                     │             │        ▼          ▼
                     │             ▼   ┌──────────┐┌──────────┐
                     │       ┌──────────┐│ Primary ││ Roll Call│
                     └──────►│ Primary  ││ Contact ││ taken by │
                             │ contact  ││calls Fire││Team Leads│
                             │ confirms ││  Dept   │└──────────┘
                             │   fire   │└──────────┘      │
                             │ incident │     │            │
                             └──────────┘     ▼            │
                                   │    ┌──────────┐       │
                                   ▼    │ Primary  │       │
                             ┌──────────┐│ contact │       │
                             │ Service  ││ informs │       │
                             │ provider ││  ERT    │       │
                             │ contacts │└──────────┘       │
                             │Fire dept │     │            │
                             └──────────┘     ▼            │
                                   │    ┌──────────┐       │
                                   ▼    │Emergency │       │
                             ┌──────────┐│response  │       │
                             │   Fire   ││  team   │       │
                             │  Engine  ││ informs │       │
                             │  arrives ││  CMT    │       │
                             └──────────┘└──────────┘       │
                                   │                       ▼
                                   ▼                 ┌──────────┐
                             ┌──────────┐            │  Floor   │
                             │CMT Leader│◄───────────│ Marshals │
                             │  briefs  │            │  brief   │
                             │Fire Chief│            │ Crisis   │
                             └──────────┘            │Mgmnt Team│
                                   │                 └──────────┘
                                   ▼
                             ┌──────────┐
                             │ Fire Dept│
                             │ assumes  │
                             │ incident │
                             │ownership │
                             └──────────┘
                                   │
                                   ▼
                             ┌──────────┐
                             │ Fire Dept│
                             │gives all │
                             │  clear   │
                             └──────────┘
                                   │
                                   ▼
                             ┌──────────┐
                             │   CMT    │
                             │ assumes  │
                             │ownership │
                             │    of    │
                             │ incident │
                             └──────────┘
```
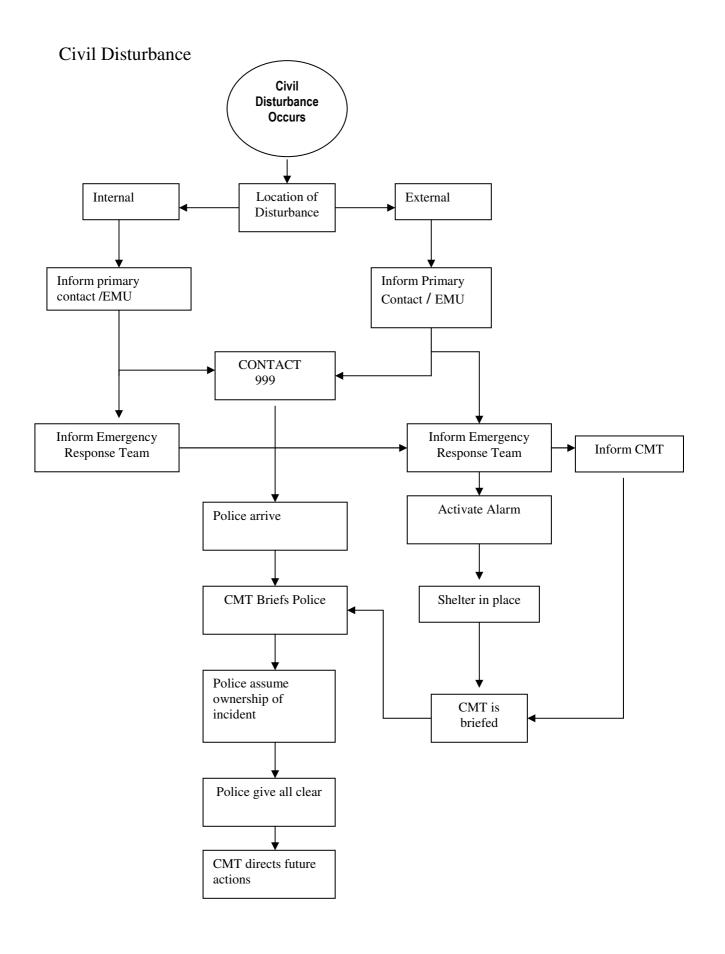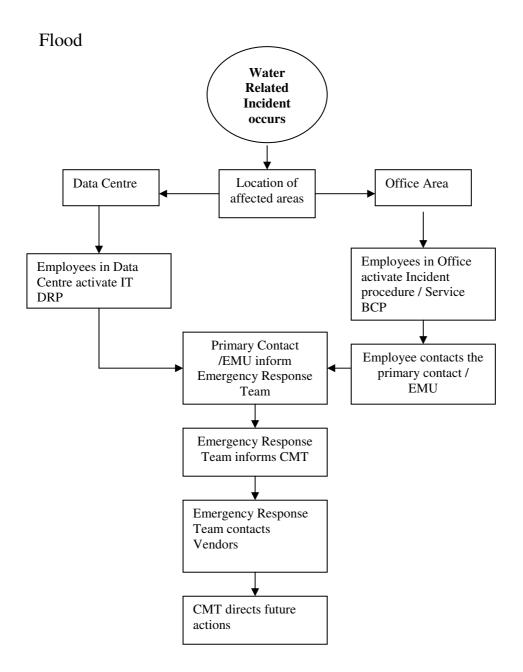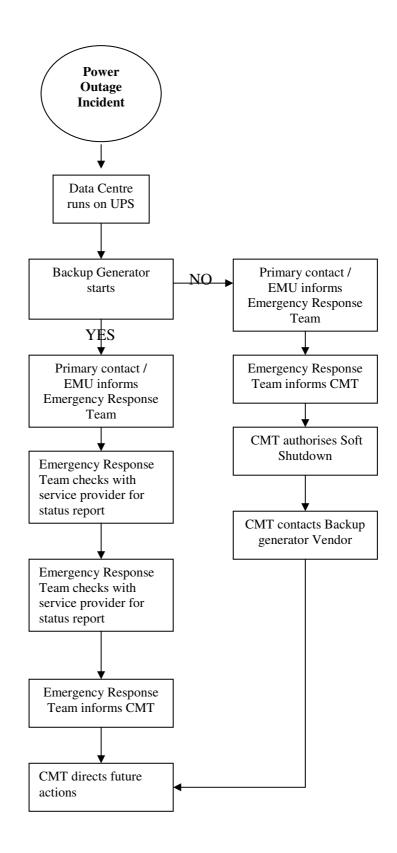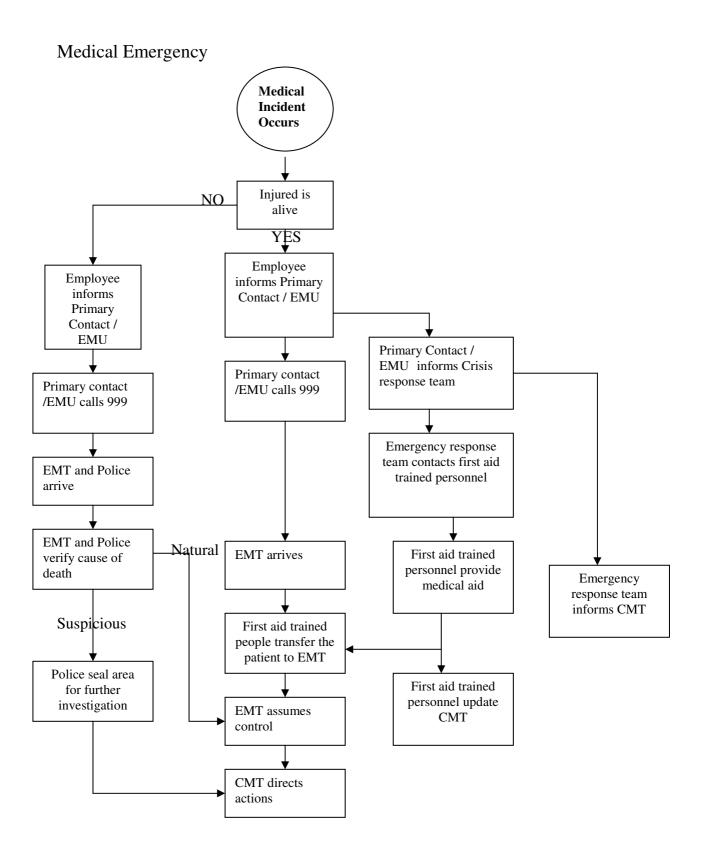
BUSINESS CONTINUITY PLAN

BOMB THREAT

Employee receives threat

Type of Threat

Verbal

Written

Collect additional info / inform primary contact /EMU

Inform Primary Contact / EMU

CONTACT 999

Inform Emergency Response Team

Inform Emergency Response Team

Inform CMT

Activate Alarm

Activate Evacuation

Bomb Squad arrives

CMT Briefs Bomb squad

Evacuees report to gathering point / safe area

Bomb Squad assumes ownership of incident

Roll Call by Team Leaders

Bomb Squad gives all clear

CMT is briefed

BUSINESS CONTINUITY PLAN

Civil Disturbance

```
                    ┌─────────────┐
                    │    Civil    │
                    │ Disturbance │
                    │   Occurs    │
                    └─────────────┘
                           │
                           ▼
┌──────────┐      ┌─────────────┐      ┌──────────┐
│ Internal │◄─────│ Location of │─────►│ External │
│          │      │ Disturbance │      │          │
└──────────┘      └─────────────┘      └──────────┘
      │                                       │
      ▼                                       ▼
┌──────────────┐                     ┌──────────────┐
│ Inform primary│                    │ Inform Primary│
│ contact /EMU  │                    │ Contact / EMU │
└──────────────┘                     └──────────────┘
      │            ┌──────────┐             │
      │            │ CONTACT  │◄────────────┤
      │───────────►│   999    │             │
      │            └──────────┘             │
      ▼                 │                   ▼
┌──────────────┐        │          ┌──────────────┐   ┌──────────┐
│Inform Emergency│──────┼─────────►│Inform Emergency│─►│Inform CMT│
│ Response Team │       │          │ Response Team │   └──────────┘
└──────────────┘        │          └──────────────┘        │
                        ▼                 │                 │
              ┌──────────────┐   ┌──────────────┐           │
              │ Police arrive │   │Activate Alarm│          │
              └──────────────┘   └──────────────┘           │
                        │                 │                 │
                        ▼                 ▼                 │
              ┌──────────────┐   ┌──────────────┐           │
              │CMT Briefs     │◄──│Shelter in place│        │
              │Police         │   └──────────────┘          │
              └──────────────┘            │                 │
                        │                 ▼                 │
              ┌──────────────┐   ┌──────────────┐           │
              │Police assume  │   │  CMT is      │◄─────────┘
              │ownership of   │   │  briefed     │
              │incident       │   └──────────────┘
              └──────────────┘
                        │
                        ▼
              ┌──────────────┐
              │Police give    │
              │all clear      │
              └──────────────┘
                        │
                        ▼
              ┌──────────────┐
              │CMT directs    │
              │future actions │
              └──────────────┘
```

BUSINESS CONTINUITY PLAN

Flood

```
                          ┌─────────────┐
                          │    Water    │
                          │   Related   │
                          │   Incident  │
                          │    occurs   │
                          └──────┬──────┘
                                 │
                                 ▼
┌──────────────┐        ┌─────────────────┐        ┌──────────────┐
│ Data Centre  │◄───────│  Location of    │───────►│  Office Area │
└──────┬───────┘        │  affected areas │        └──────┬───────┘
       │                └─────────────────┘               │
       │                                                  │
       ▼                                                  ▼
┌──────────────────┐                          ┌──────────────────────┐
│ Employees in Data│                          │ Employees in Office  │
│ Centre activate IT│                         │ activate Incident    │
│ DRP              │                          │ procedure / Service  │
└──────┬───────────┘                          │ BCP                  │
       │                                      └──────────┬───────────┘
       │                                                 │
       │         ┌──────────────────┐                    ▼
       │         │ Primary Contact  │         ┌──────────────────────┐
       └────────►│ /EMU inform      │◄────────│ Employee contacts the│
                 │ Emergency Response│        │ primary contact /    │
                 │ Team             │         │ EMU                  │
                 └──────┬───────────┘         └──────────────────────┘
                        │
                        ▼
                 ┌──────────────────┐
                 │ Emergency Response│
                 │ Team informs CMT │
                 └──────┬───────────┘
                        │
                        ▼
                 ┌──────────────────┐
                 │ Emergency Response│
                 │ Team contacts    │
                 │ Vendors          │
                 └──────┬───────────┘
                        │
                        ▼
                 ┌──────────────────┐
                 │ CMT directs future│
                 │ actions          │
                 └──────────────────┘
```

BUSINESS CONTINUITY PLAN

Power Outage

```
                        ╭─────────────╮
                       │    Power      │
                       │   Outage      │
                       │   Incident    │
                        ╰──────┬──────╯
                               │
                               ▼
                      ┌─────────────────┐
                      │  Data Centre     │
                      │  runs on UPS     │
                      └────────┬─────────┘
                               │
                               ▼
                      ┌─────────────────┐      NO     ┌──────────────────────┐
                      │  Backup Generator├──────────►│  Primary contact /     │
                      │  starts          │            │  EMU informs           │
                      └────────┬─────────┘            │  Emergency Response    │
                               │                      │  Team                  │
                            YES│                      └──────────┬─────────────┘
                               ▼                                 ▼
                      ┌─────────────────┐            ┌──────────────────────┐
                      │  Primary contact/│            │  Emergency Response   │
                      │  EMU informs     │            │  Team informs CMT     │
                      │  Emergency       │            └──────────┬────────────┘
                      │  Response Team   │                       ▼
                      └────────┬─────────┘            ┌──────────────────────┐
                               │                      │  CMT authorises Soft  │
                               ▼                      │  Shutdown             │
                      ┌─────────────────┐            └──────────┬────────────┘
                      │  Emergency       │                       ▼
                      │  Response Team    │           ┌──────────────────────┐
                      │  checks with      │           │  CMT contacts Backup  │
                      │  service provider │           │  generator Vendor     │
                      │  for status report│           └──────────┬────────────┘
                      └────────┬─────────┘                       │
                               │                                 │
                               ▼                                 │
                      ┌─────────────────┐                        │
                      │  Emergency       │                        │
                      │  Response Team    │                        │
                      │  checks with      │                        │
                      │  service provider │                        │
                      │  for status report│                        │
                      └────────┬─────────┘                        │
                               │                                  │
                               ▼                                  │
                      ┌─────────────────┐                         │
                      │  Emergency       │                         │
                      │  Response Team    │                         │
                      │  informs CMT      │                         │
                      └────────┬─────────┘                         │
                               │                                   │
                               ▼                                   │
                      ┌─────────────────┐                          │
                      │  CMT directs     │◄─────────────────────────┘
                      │  future actions  │
                      └─────────────────┘
```

BUSINESS CONTINUITY PLAN

Medical Emergency

Medical Incident Occurs

Injured is alive

NO → Employee informs Primary Contact / EMU

YES → Employee informs Primary Contact / EMU

Primary contact /EMU calls 999 (left branch)

EMT and Police arrive

EMT and Police verify cause of death

Natural → EMT assumes control

Suspicious

Police seal area for further investigation

Primary contact /EMU calls 999 (center)

EMT arrives

First aid trained people transfer the patient to EMT

EMT assumes control

CMT directs actions

Primary Contact / EMU informs Crisis response team

Emergency response team contacts first aid trained personnel

First aid trained personnel provide medical aid

First aid trained personnel update CMT

Emergency response team informs CMT

BUSINESS CONTINUITY PLAN

Severe Weather

```
                          ┌─────────────┐
                          │   Severe    │
                          │   Weather   │
                          └─────────────┘
                                 │
              ┌──────────────────┴──────────────────┐
              ▼                                      ▼
      ┌───────────────┐                      ┌───────────────┐
      │  Watch Alert  │                      │    Warning    │
      │    Issued     │                      │ Alert Issued  │
      └───────────────┘                      └───────────────┘
              │                                      │
              ▼                                      ▼
      ┌───────────────┐                      ┌───────────────┐
      │  Emergency    │                      │  Emergency    │
      │ Response Team │                      │ Response Team │
      │  put on alert │                      │ Verifies Alert│
      └───────────────┘                      └───────────────┘
              │                                      │
              ▼                                      ▼
      ┌───────────────┐                      ┌───────────────┐
      │  Emergency    │                      │  Emergency    │
      │ Response team │                      │ Response Team │
      │ verifies alert│                      │  informs CMT  │
      └───────────────┘                      └───────────────┘
              │                                      │
              ▼                                      ▼
      ┌───────────────┐              ┌───────────────┐
      │  Emergency    │              │  CMT directs  │◄──────
      │ Response team │              │    actions    │
      │ prepares for  │              └───────────────┘
      │ Mobilisation  │
      └───────────────┘
```

BUSINESS CONTINUITY PLAN

B&NES FUNCTIONS REQUIRING RECOVERY WITHIN 24 HRS

DIRECTORATE	KEY CONTACT OFFICERS	FUNCTION	
ADULT CARE, HOUSING & HEALTH	**Jane Ashman**		
	Jane Shayler; Sian Walker	Bath Community Resource Centre Cleeve Court -1st Floor Kelston Rise & 2nd Floor Lansdown View, Goldney House, Sunnyside The Orchard, St John's Court, Avondown House	
	Jane Shayler; Pam Richards	Direct Payments	
	Jane Shayler; Graham Sabourn	Homelessness Housing allocations	
	Jo Gray; Jeff Saffin	Social Work Services for Older People Provision of Community Meals. Provision of home care Humanitarian assistance. Crisis support. Rest centre management Safeguarding of Vulnerable adults Abuse investigation	
CHILDREN'S SERVICES	**Ashley Ayre**		
	Maurice Lindsay; Trina Shane	Youth Offending Team - Youth Court and young people in custody Children in need Disabled Children Child Protection Register Children subject to statutory orders Looked After Children Children in care	
	Gail Quinton	Specialist Child & Family Support Family Support Team for Children's Centres	

BUSINESS CONTINUITY PLAN

CUSTOMER SERVICES	Peter Rowntree		
	Matthew Smith; Carol Tunnard	Refuse Collection inc. Trade Waste Transfer Stations	
	Matthew Smith; Bernard Sheridan	Cemeteries and Crematorium Trees Mgt inc. emergency call out Public toilets, Hazardous waste Dangerous/stray dogs Environmental Protection (incl. contaminated land) Pest control	
	Matthew Smith; Andrew Moss; Craig Jackson;	Highways Management Highways Structural Maintenance Highways Winter Service Plan Highways Health & Safety Emergency Order Issuing	
	Matthew Smith; Andrew Moss Will Steel	Public Rights of Way - Safety critical maintenance of network	
	Matthew Smith; Andrew Moss Dorothy Miley	Parking Services – Emergency Maintenance/Mgt of Car Parks	
	Matthew Smith; Keith Showering	Street Lighting Maintenance Illuminated Traffic Signs Maintenance	
	Matthew Smith; Jon Evans	Emergency Vehicle maintenance, Emergency Fleet management, Home to School Transport Social Services Transport, Emergency In house passenger transport Emergency Fuel Supplies School meals deliveries Community meals deliveries	
	Matthew Smith; Stephen Young	Animal Health and welfare General criminal investigations Control of Pollution Noise Pollution Licensing Applications	
	David Trigwell; Liz Humphries	Planning applications Listed building applications Trees - applications for felling etc Building Control - processing of building regulations applications	

BUSINESS CONTINUITY PLAN

	David Lawrence; S.Bird	Roman Baths & Other Shops plus Museum entry	
	David Lawrence; J.Brassington	Library used as emergency centre for advice, support and info	
SUPPORT SERVICES	**Andrew Pate**		
	Tom McBain; Ian Crook	Catering - School Meals Print Services	
	Stephen Sheppard	Emergency Property Maintenance (including engineering services) Building Health & Safety Asbestos Register	
	David Trethewey	IT Systems & IT Network (See MBS Disaster Recovery Plan) CCTV Telephones (MBS)	
	Ian Savigar	Emergency Benefits Advice Cash Collection Council Connect/Action Line	
	Jeff Wring; Gordon Hector	Emergency Management Unit Business Continuity Support	
IMPROVEMENT & PERFORMANCE	**Dave Thompson**; William Harding; Jonathon Mercer	Human Resource – Emergency Advice Corporate Health & Safety – Emergency Advice Communications – Media & PR	
DEMOCRATIC & LEGAL SERVICES	**Vernon Hitchman**; Amanda Brookes	Legal Services – Emergency Advice	
DEVELOPMENT & MAJOR PROJECTS	**John Betty**		
	Mary Stacey	Combe Down Stone Mines Collapse	

BUSINESS CONTINUITY PLAN

APPENDIX D –

B&NES FUNCTIONS REQUIRING RECOVERY WITHIN 2–5 DYS

DIRECTORATE	KEY CONTACT OFFICERS	FUNCTION	
ADULT CARE, HOUSING & HEALTH	Jane Ashman (SD)		
	Jane Shayler; Sian Walker	Home Care Teams Intake assessment & Re-enablement	
	Jane Shayler; Graham Sabourn	Housing advice Housing Standards (Fire Safety) Private sector renewal, Disabled facilities grants, Supporting people Homesearch Service Housing Nominations to RSL's	
	Jo Gray; Jeff Saffin	Sensory impairment, Occupational Therapy & Community Equipment Home Care Assessment. Commissioning of care – Home care Residential care Nursing Care Financial support Hospital discharge planning Occupational Therapy assessments Equipment provision Community alarms Rehabilitation services	
CHILDREN'S SERVICES	Ashley Ayre		
	Tony Parker	Parent Support Service Schools Income Collection Schools Payment Systems Schools Human Resources	
	Maurice Lindsay; Trina Shane	Youth Offending Services Assessment & Family Service Care & Young People's Services Integrated Safeguarding Management of Court Orders Assessments of risk to C&YP Child visits Placement finding service	

BUSINESS CONTINUITY PLAN

		Contact for children in care with birth families. Training Services	
	Gail Quinton	SEN Administration Children Missing Education	
CUSTOMER SERVICES	**Peter Rowntree**		
	Matthew Smith; Carol Tunnard	Recycling Collection Recycling Centres	
	Matthew Smith; Bernard Sheridan	Graffiti removal (racist/abusive) Management of Parks & Open Spaces, Playing Fields etc Children's Play Areas Enforcement Team Community Wardens Street Cleaning Fly Tipping Abandoned Vehicles Dangerous/Stray Dogs	
	Matthew Smith; Andrew Moss; Craig Jackson;	Highways Complaints Skips, Scaffolding etc Licences Contract Mgt System Highways Safety Inspections Tree/Verge Service Highways Routine Maintenance Highways Public Liability Insurance Claim Management Street Works Register Electronic Transfer of Notification (ETON) Management Sample & Defect Inspections including Recharges Highways Section 81 Mgt Highways Section 74 Mgt Highways Section 50 Mgt Prosecutions	
	Matthew Smith; Andrew Moss Will Steel	General Maintenance of Public Rights of Way Network Enforcement Map and Legal Order Administration	
	Matthew Smith; Andrew Moss Keith Showering	General Street Lighting & Illuminated Traffic Signs Maintenance – Reactive and Planned	
	Matthew Smith; Andrew Moss; Dorothy Miley	Off-Street Parking On-Street Parking Enforcement Maintenance of Car Parks	

BUSINESS CONTINUITY PLAN

	Matthew Smith; Jon Evans	General Vehicle Maintenance General Fleet Management Dial-A- Ride General Fuel Supplies Mgt General In-house transport provision	
	Matthew Smith; Stephen Young	Consumer protection Food Law enforcement	
	David Lawrence; Alison Baker	Leisure Centres	
	David Lawrence; Stephen Bird	All Public areas for Shops and Museums	
	David Lawrence; June Brassington	Libraries Peoples' Network On-Line Services	
SUPPORT SERVICES	**Andrew Pate**		
	Tom McBain; Richard Long; Ian Crook; Stephen Sheppard	Commercial Estates Management Catering (Non-Schools) Building Consultancy Building Cleaning	
	Ian Savigar	Council Tax Service Housing Benefits Service NNDR Council Complaints	
	Paul Fox; Tony Bartlett	Creditors Debtors Treasury Management Financial Systems Management Pensions Payroll Pensions Administration Pensions Investments	
	Jeff Wring;	Information Compliance (FOI etc) Information Security	
DEVELOPMENT & MAJOR PROJECTS	**John Betty**		
		Major Projects Management & Delivery	
IMPROVEMENT & PERFORMANCE	**Dave Thompson**; William Harding	Human Resources – General Corporate Health & Safety	
DEMOCRATIC & LEGAL SERVICES	**Vernon Hitchman**; Tom Dunne; Amanda Brookes	Democratic Services – Executive & Regulatory Overview & Scrutiny Member Services Legal Services Electoral Registration/Registrars	

BUSINESS CONTINUITY PLAN

APPENDIX E –

B&NES FUNCTIONS REQUIRING RECOVERY > 5 DAYS

DIRECTORATE	KEY CONTACT OFFICERS	FUNCTION	
ADULT CARE, HOUSING & HEALTH	Jane Ashman (SD)		
	Jane Shayler; Pam Richards	Planning & Information	
	Jane Shayler; Graham Sabourn	Housing Strategy Housing Standards (All except Fire Safety work) Private Sector Renewal (Financial Assistance, DFG's)	
	Jo Gray; Jeff Saffin	Counselling Support Planning (Individualised Budgets0 Complaints Investigation	
CHILDREN'S SERVICES	Ashley Ayre		
	Tony Parker	Planning & Performance Children's Health & Safety Assessments	
	Maurice Lindsay; Trina Shane		
	Gail Quinton	Educational Psychology Learning Support Family information Service Specialist behaviour service Music Service Childcare & Play Team Foundation Stage Team School Improvement Advisers	
CUSTOMER SERVICES	Peter Rowntree		
	Matthew Smith; Carol Tunnard	Bulky Waste Collection	
	Matthew Smith; Bernard Sheridan	Management of Botanic Garden Maintain Closed Burial Grounds Floral Decoration Service	
	Matthew Smith; Andrew Moss; Craig Jackson;	Highways Asset Mgt Plan Highways Obstructions Fixed Penalty Noticing Performance Monitoring Inventory Management Pavement Management	

BUSINESS CONTINUITY PLAN

	Matthew Smith; Andrew Moss; Will Steel	Access Land Management Town/Village Green Registration Planning Consultation	
	Matthew Smith; Andrew Moss; Keith Showering	Energy Procurement Design and Installation for Street Lighting Schemes Design and Installation for new Traffic Signal Schemes	
	Matthew Smith; Andrew Moss; Dorothy Miley	Bus Lane Enforcement Residents Permits Park & Ride and Car Park Management & Maintenance	
	Matthew Smith; Jon Evans	Driver Training Transport Planning Procurement	
	David Lawrence; Alison Baker	Leisure Coaching to Children Teacher Training Holiday Activity Schemes Community Courses GP Referral Schemes Health Schemes (Get Active) Aquaterra Contract Mgt New Capital Leisure Schemes	
	David Lawrence; Stephen Bird	Market Research Archives Catalogue Search	
	David Lawrence; J.Brassington	Support to Special Groups, i.e. early years etc Reading Classes Summer Groups Author Visits Out-of-School Activities Learning Opportunities Adults	
SUPPORT SERVICES	**Andrew Pate**		
	Tom McBain; Richard Long; Ian Crook; Stephen Sheppard	Strategic Valuation & Agency Business Support Asset Management Plan Energy Management	
	Paul Fox; Tony Bartlett; Anne Feakes	Financial Planning Budget Management Financial Monitoring/Reporting	
	David Trethewey	Corporate Plan LSP Sustainability MBS Partnership	

BUSINESS CONTINUITY PLAN

	Jeff Wring; Andy Cox; Bill Crane; Gordon Hector	Internal Audit Risk Management Corporate Governance Records Management Fraud Investigations Emergency & Business Continuity Planning	
	Angela Parratt	Transformation Programme	
DEVELOPMENT & MAJOR PROJECTS	**John Betty**		
	Jeremy Smalley	Regeneration Economic Development BWR Development Major Projects Procurement	
IMPROVEMENT & PERFORMANCE	**Dave Thompson;**	Strategic Performance Culture Development Improvement Delivery Marketing Web Management	

BUSINESS CONTINUITY PLAN

APPENDIX F –

RECOVERY PERIODS FOR B&NES INFORMATION SYSTEMS

DIRECTORATE/ OWNER	SYSTEM RECOVERY– <24 hrs	SYSTEM RECOVERY– 2 – 5 days	SYSTEM RECOVERY– > 5 days
Adult Care, Housing & Health Services	- CareFirst - Carefirst 6 Test System - Carefirst 6 Training System - Carefirst 6 Trial System - Carefirst 5 - Business Objects - LACCS - SPSS - KIGS Application - CIN - Concessionary Travel Database - Abritas (Hosted client based system) - SX3 (Property based system) - SPOCNET (Service based system)		
Children's Services	- EMS - Contact Point - ICS	- DAMEWARE - Sims.net - SIMS.FMS - Resourcelink	- AVO International PAT testing system
Customer Services	- Gatehouse - weighbridge software - Mapinfo GIS - SBS Confirm - Mayrise - RMS - Prefect - Viasala - ICECAST - UTC - UTMC	- CRM - Calculus - Siemens IC4 - JCT Linsig2 - TRL Transit - MOVA - DEVL Vehicle Logging Software - Numero Eco PC Counter Software	- PlaySafe - Clear Advantage - Snap (Mkt Research) - DS-CALM 2000 - Photoshop Elements

BUSINESS CONTINUITY PLAN

	- Ezytreev - EMS System - HTST Fuel monitoring system - tachograph checking system - CAPS UNI-form - CAPS PublicAccess - IDOX - Local Land & property Gazetteer, - Planning and CRM - Art Event (Artifax) - Aztec Retail Management - Acoustiguide AG2000 audio guide system	- FastMap GPS - Letter Log - GDC PlanWeb - Concessionery Pass system - SuperBeam - AutoCAD - SAP CRM - Submit A Plan - Discovery card system - Library Management System	
Support Services	- NorthGate - Radius - Agresso + Test - Comino - BACS (WinBacs) - Bankline - CHAPS - Delta 5 - ECS - Superheat 5.02a - Asbestos Dbase - EED project Control - Genes1 (EVOLUTION) - NBS Landscape - Atlas AIMS	- Formscan - FMS - LACHS - Softbox (Foster care payments) - Asta NW Power Project - Axis - Docwiz - OpenAir (pensions investment) - Kofax - Iworld SX3(+TEST), - Radius cash receipting - Formscan - AnyODC - Teleware Mgmnt Console - Benefits fraud - Amtech Hevacomp - ECS - Evolut1on	Teleware Software - MK Insight - Profess - BCIS - Project Commander - Hays DX address plus

BUSINESS CONTINUITY PLAN

		- CAD - Datasmart - Videss - Stark - Catering Staffing Database - Community Meals (Care First)	2008
Improvement & Performance	- Intranet - Public Website	- QPR	
Development & Major Projects		- Major Projects Management System	
Corporate Desktop	- Corporate Desktop (MS Office etc) - E-Mail (Internal and External) - Network and Helpdesk Mgt - Homeworking Connections		

BUSINESS CONTINUITY PLAN

APPENDIX G - B&NES CRISIS MANAGEMENT TEAM (CMT) – ROLE & RESPONSIBILITIES

TITLE	AREA OF RESPONSIBILITY	SERVICE AREA
Leader (1.) (2.) (3.) (4.)	Leadership and management of CMT. This includes liaison with other agencies and management and deployment of resources.	Chief Executive or Duty Chief Officer (Director)
Emergency Adviser (1) (2.)	Information on and provision of emergency management advice and guidance to the CMT.	Emergency Management Unit
Resources Support (2.)	Information on and provision of, resources, property and support facilities and services.	Customer Services (Vehicle Management) & Property Services (Facilities)
Welfare Support (2.)	Information on and the provision of community & staff welfare support.	Adult & Health Services (Social Services)
Highways Support (2.)	Information on and provision of, highways and traffic management support.	Customer Services (Highways Networks)
Media & Public Info. (2.) (4.)	Information on and provision of, support for media issues and public advice and information.	Improvement & Performance (Comms. & Marketing)
Health & Safety Advisor (2.)	Information on and provision of, health and safety advice, relating to the Councils response and the public.	Improvement & Performance (Health & Safety)
Support Team (2.)	Operational support – log-keeping, research and admin work for CMT (Min. of two).	B&NES 'pool' of 'Log-keepers'

Additional members – as considered appropriate by Leader of CMT

Deputy Leader	Deputise and support for Leader of CMT.	Director / Senior Officer
Damaged Structures Rep.	Information on and provision of, advice and guidance on damaged buildings and structures.	Building Surveyors (Building Control)
Waste Disposal Rep.	Information on and provision of, advice and guidance on waste disposal issues.	Customer Services (Waste Management)
Environmental and Public Health Rep.	Information on and provision of, advice and guidance on environmental and public health issues.	Customer Services (Environmental Health)
Community representative	Link from & to affected 'community'.	Local B&NES Elected Member
Legal & Financial Adviser	Information on and provision of, necessary legal and financial advice and guidance to the CMT.	Council Solicitor & Support Services (Legal & Finance)

Notes :

(1.) Leader or Deputy of CMT and EMU Officer are responsible for liaison with :

- Council Elected Members (Executive and Emergency Committee).
- Any established multi-agency 'incident' emergency control(s).

(2.) Minimum of 'core' areas of to be covered for management response.

(3.) The CMT can commence any initial meeting, without all team members present, if it is considered necessary and appropriate by the Leader.

(4.) Consider liaising with Children's Services (Education) & Customer Services & Libraries.

BUSINESS CONTINUITY PLAN

CRISIS MANAGEMENT RESPONSIBILITIES OF CHIEF EXECUTIVE / CHIEF OFFICER

◊ **INVOKING EMERGENCY RESPONSE AND COMMITMENT OF THE COUNCIL.**
(LIAISE WITH MEMBERS – EMERGENCY COMMITTEE)

◊ **LEADERSHIP** / **MANAGEMENT** – B&NES CRISIS MANAGEMENT TEAM (CMT) or BUSINESS CONTINUITY MANAGEMENT TEAMS

◊ **MOBILISATION** / **DEPLOYMENT** / **USE** –
B&NES STAFF, EQUIPMENT, FACILITIES
(MUST BE JUSTIFIABLE AND AUTHORISED)

◊ **LIAISON** / **SUPPORT** – EMERGENCY SERVICES *(An initial priority)*
ADJACENT AUTHORITIES / LOCAL COUNCIL
VOLUNTARY AGENCIES
UTILITIES/CONTRACTORS ETC.

◊ **OPERATIONS** / **ADMIN FOR B&NES RESPONSE**
– *RISK ASSESSMENTS* (INCIDENT; STAFF; SUPPORT)
– *RESPONSE STRATEGY* (IN MULTI-AGENCY SCENARIO)
– *RESPONSE PRIORITIES* (B&NES RELATED) NOW & LATER
– *MAINTENANCE OF B&NES RECORDS* - OPERATIONAL & FINANCIAL ISSUES CONNECTED WITH B&NES EMERGENCY RESPONSE
– *BRIEFING ALL STAFF* – ESPECIALLY 'FRONTLINE' / RECEPTIONISTS
– *SET UP (IF NECESSARY) FINANCIAL SUPPORT TEAM* – REVIEW AND MANAGE 'INCIDENT' FINANCE ISSUES (LOSS OF INCOME STREAMS; 'INCIDENT' COST CODES; INSURANCE AND COST RECOVERY MATTERS; ADVICE ON DOCUMENTATION AND PROCEDURES.)

◊ **MEDIA STATEMENT** / **PUBLIC INFORMATION STATEMENTS** –
THROUGH B&NES PRO & OTHER PRO'S *(POLICE WILL LEAD IF MULTI - AGENCY)*

◊ **LIAISON** / **BRIEFINGS** - ELECTED MEMBERS – (EMEC)

◊ **INFORMATION** - AS REQUESTED, FOR CENTRAL GOVERNMENT

◊ **BUSINESS AS USUAL** - FOR NON-AFFECTED SERVICES

◊ **POST INCIDENT ACTION** – REFER TO "POST INCIDENT ACTION PLAN" (ESTABLISH RECOVERY LIAISON GROUP ETC.)

BUSINESS CONTINUITY PLAN

CRISIS MANAGEMENT – ITEMS FOR CHIEF OFFICERS IN CMT

DECISION TO INVOKE B&NES COUNCIL EMERGENCY RESPONSE

CONSIDER :

⇒ MAJOR LOSS / DISRUPTION OF "COMMUNITY ESSENTIAL NEEDS"
⇒ REQUEST FROM EMERGENCY SERVICES –"MAJOR INCIDENT" DECLARED
⇒ INCIDENT : WIDE AREA / SERIOUS NATURE / CASUALTIES / DAMAGE
⇒ INCIDENT LIKELY TO CONTINUE OUTSIDE OF NORMAL OFFICE HOURS
⇒ B&NES INVOLVEMENT WITH IMPACT ON "NORMAL SERVICES"

⇒ Notes:

− Chief Executive or Chief Officer decision
− Liaise with Elected Members (Council Leader as priority contact)
− CMT must be formed (Review need for Elected Members Emergency Committee)
− Emergency Room for use as Operational Centre needs to be established(Emergency Room in CCTV suite is available'24/7').
− Once Council is involved in emergency response, then –
− Consider deployment of B&NES Incident Officers
− Record all details and decisions

2. FORMATION OF CRISIS MANAGEMENT TEAM (CMT)

⇒ LEADER : Chief Executive or nominated Chief Officer
⇒ TEAM : Chief Officers or their delegated representatives
⇒ CO-OPTED REPS : As necessary. Other B&NES staff; Police; Fire; Ambulance; Environment Agency; Utilities (Electric; Gas; Water; BT)

Notes:

− If major Emergency Services involvement - Police will co-ordinate initially Later, hand-over will be made to Local Authority
− If multi-agency Control set up – consider deployment of B&NES Incident Officer(s)
− Record all details

3. FIRST ACTIONS

⇒ CONTACT Team and any co-opted members
⇒ ARRANGE meeting a.s.a.p.
⇒ CONFIRM meeting venue and time

BUSINESS CONTINUITY PLAN

Notes:

− Consider central location + access to support (phones, copiers etc)

⇒ FIRST MEETING AGENDA

1. WHAT'S HAPPENED? - Formal Brief on situ. Focus on FACTS Use SITREP as prompt
2. ASSESSMENT OF HEALTH & SAFETY RISKS Impacts: Site / Community / Recovery
3. WHO IS DOING WHAT? Initial priority is to support the Emergency Services
4. WHAT TO DO NEXT?
5. HOW TO DO IT
6. WHAT TO TELL THE PUBLIC AND THE MEDIA Liaise with other agencies - Police should co-ordinate
7. REMEMBER TO KEEP STAFF INFORMED Use Receptions, CIS and 'Council Connect'
8. ESTABLISH RECOVERY LIAISON GROUP for 'post incident' community recovery. Post Incident Action Plan held by EMU
9. If impact on costs to Council and businesses – establish dedicated Financial Support team

Notes:

- Record - times; venue; attendance; points discussed; decisions agreed
- Meeting should not last more than 20 minutes
- Agree and arrange time and venue for next meeting (every half hour in early stages – extending timings as situation improves)
- Refer to Situation Reports (Sitreps) as necessary
- Use maps, street plans as necessary

4. INCIDENT MANAGEMENT (CONTROL AND CO-ORDINATION)

⇒ REVIEW AND DECIDE B&NES INCIDENT MANAGEMENT NEEDS
- B&NES Rooms as Operations Centre (Tactical / "Silver" Control)
- On / near incident site local Control(s)? (Operational / "Bronze" Controls)
- B&NES Liaison Officer(s) to other agency Controls ?

⇒ INTERFACE WITH MULTI-AGENCY MANAGEMENT NEEDS :

Remember Emergency Services Structures -

STRATEGIC ("GOLD") CONTROL
- "Hands Off" control
- Away from incident site ("Gold" Room established at Police HQ, Portishead)
- Overall incident response strategy - media, VIPs, etc.

BUSINESS CONTINUITY PLAN

- Police co-ordinate
- Chief Executive level reps

TACTICAL ("SILVER") CONTROL
- "Hands On - Fingers Out" control
- On or near incident site, e.g. B&NES offices
- Police co-ordinate if multi-agency involvement
- Actual co-ordinated management of practical incident responses - one Tactical Control only
- Chief Officer reps

OPERATIONAL ("BRONZE") CONTROL(S)
- "Hands On - Fingers In" control
- At incident site (several Operational Controls may be necessary)
- Dealing with specific tasks or responsibilities
- Senior Officer level reps

5.   FOLLOW ON ACTIONS

⇒ MONITOR situation
⇒ MAINTAIN liaison with all agencies involved
⇒ MANAGE B&NES resources (Remember to document. Consider budgetary measures. Consider setting up separate 'Functional Teams')
⇒ UTILISE services of Operational Centre (Establish in Council Offices)
⇒ REGULAR MEETINGS
⇒ MONITOR public information and needs
⇒ ENSURE affected community and B&NES staff are kept informed
⇒ UTILISE MEMBERS involvement - (Elected Members Emergency Committee) Disaster Appeal Schemes, media briefings, public meetings etc

6.   FINAL ACTIONS

⇒ Closedown Operational Centre
⇒ Debrief all involved staff on their operational responses
⇒ Review any welfare needs for involved staff
⇒ Initiate report of B&NES activities ("Post Incident Report")
⇒ Review long term community needs
⇒ Issue final media statements
⇒ Prepare brief for Council (via the Leader of the Council)
⇒ REFER TO "POST INCIDENT ACTION PLAN" – HELD BY EMU

BUSINESS CONTINUITY PLAN

CRISIS MANAGEMENT – 'PROMPTS' FOR MEETINGS/DISCUSSIONS

1. **REVIEW OF MAIN EVENTS (SINCE LAST MEETING / REVIEW)**

2. **REVIEW IDENTIFIED PROBLEMS - PRIORITISE**
   - APPROPRIATE TO OWN WORK.
   - 'KNOCK-ON' FROM OTHER AGENCIES.
   - LIST BY EITHER **AREA** OR BY **PROBLEM**. (USE 'SITREP' AS PROMPT)
   - IF AVAILABLE, USE FILM, PHOTO'S, DIAGRAMS, MAPS AND CHARTS TO ILLUSTRATE POINTS.

3. **REVIEW OF WORK BEING DONE**
   - OWN ORGANISATION - DETAILS OF OWN DEPLOYED PERSONNEL AND EQUIPMENT. (INCLUDING CONTRACTORS)
   - AS APPROPRIATE - any ESTABLISHED COUNCIL 'FUNCTIONAL TEAMS' + Other Organisations.

4. **CONSIDER OUTLINE OF SHORT TERM WORK TO BE DONE AND PROBLEMS – AGREE PRIORITIES**
   - OWN ORGANISATION(S)
   - AS APPROPRIATE, OTHER ORGANISATIONS

5. **REVIEW RESOURCE REQUIREMENTS (ONGOING AND FUTURE) – AGREE PRIORITIES**
   - OWN ORGANISATION(S)
   - PERSONNEL
   - EQUIPMENT
   - FACILITIES
   - SERVICES
   - LOCATIONS AND TIMINGS

6. **REVIEW 'USEFUL' INFORMATION**
   - WEATHER FORECASTS
   - TIDE AND / OR RIVER STATES
   - SITREPS / INFORMATION FROM OTHER AGENCIES
   - VIP VISITS, ETC.

7. **CONSIDER POTENTIAL OR FUTURE PROBLEMS (Follow on from Points 3., 4., and 5. above)**
   - INCLUDE REVIEW OF OWN ORGANISATION: OPERATIONS / ADMIN / COMMS / TRANSPORT / STAFF WELFARE

8. **CONSIDER OTHER AGENCY COMMENTS / POINTS / CONCERNS (B&NES reps at other meetings?)**

BUSINESS CONTINUITY PLAN

9. **REVIEW OF PUBLIC INFORMATION**
   - CHECK REQUIREMENTS FOR FLOW OF INFORMATION **'IN'** AND **'OUT'.**
   - WHAT IS LOCAL MEDIA SAYING? (Keep press articles. If possible, record information to review.)
   - IF APPROPRIATE, CONSIDER **COLLECTION** AND **DISSEMINATION** OF INFORMATION TO/FROM THE PUBLIC.
   - CONSIDER USE OF LOCAL RADIO, TELEPHONE 'HOT-LINES', PUBLIC NOTICE BOARDS, NOTICES IN LOCAL SHOPS, etc. FOR GIVING INFORMATION TO THE COMMUNITY.
   - LIAISE WITH OTHER INVOLVED AGENCIES PR OFFICERS – ENSURE CO-ORDINATED APPROACH. (IF A MULTI-AGENCY INCIDENT – POLICE WILL CO-ORDINATE)

10. **CONSIDER POINTS AND INFORMATION FOR BRIEFINGS**
    - ELECTED MEMBERS and BANES STAFF
    - MEDIA
    - AS APPROPRIATE. OTHER AGENCIES.
    - NOMINATE PERSON RESPONSIBLE FOR BRIEFINGS, AGREE POINTS AND CONTACTS.

11. **DISCUSS WITH KEY B&NES STAFF**
    - CONFIRM CONTACT DETAILS AND LOCATIONS, UNTIL NEXT MEETING.

12. **ARRANGE FUTURE MEETINGS (FOR B&NES AND IF APPROPRIATE, WITH OTHER AGENCIES)**
    - CONFIRM TIMES, PLACES AND PERSONALITIES FOR NEXT MEETING(S).

BUSINESS CONTINUITY PLAN

Additional actions for MAJOR emergency

ANNEX AA - 1 – CRISIS MANAGEMENT TEAM

ACTIONS REQUIRED DURING THE FIRST THREE HOURS

1. Establish an <u>operations centre</u> either on or off site (In first instance, the CMT will meet at the Guildhall (Emergency Room in CCTV Suite <u>or</u> appropriate room nominated at the time). If out of hours, go to the Emergency Room in the CCTV office.

2. Use the centre as the main point of contact for the incident for emergency services, public utilities, senior management, staff, clients and Insurance Officer.

3. Issue announcements to staff, members, partners and the media.

4. Undertake a site survey with relevant departmental managers. Main points:

    a) which units can use the site immediately?
    b) which units can use the site after cosmetic attention?
    c) when can they re-occupy the site?
    d) which units cannot be re-housed in the short term?
    e) what amount of office space is required for priority one functions
    f) which priority one functions can share accommodation on a temporary basis?

    g) decide outline strategy for re-occupation of and/or re- deployment to an alternative site.

5. Organise safety survey and arrangements to make the site secure.

6. Consider salvage options.

7. After consultation on 1-6 assess the effect of the incident on critical business functions and start planning the order of their reinstatement in accordance with pre-planned priorities via the services' BCP.

8. Contact IT Support Staff and alert them to possible action.

9. Assess the impact on the telephone network and make contact with appropriate staff and agencies required to reinstate networks.

10. Liaise with departmental managers and/or their IT staff to assess the impact on IT hard/software, peripherals and network installations:
    a. decide what is recoverable using in-house resources;
    b. which equipment will require external services for reinstatement;
    c. plan and implement the initial in-house deployment of supporting staff;
    d. alert staff and suppliers of the increasing demands to be made on them.

11. Liaise with departments and make an initial assessment about the replenishment of damaged furniture, fittings, equipment and supplies. Alert staff and suppliers of the likely demands on them.

12. The Team Leader will chair a second meeting of the recovery team after three hours with the following objectives:
    a. to receive initial reports;
    b. to agree objectives for the next 24 hours;

BUSINESS CONTINUITY PLAN

c. to establish staff rotas;
d. to set up a third meeting for 24 hours later.

ANNEX AA – 2 – CRISIS MANAGEMENT TEAM

ACTIONS REQUIRED DURING THE NEXT 24 HOURS

1. Continue to maintain log of events and keep staff, clients and Communications/ news media regularly updated.

2. EITHER plan the re-allocation of office space on site in accordance with departmental priorities identified in Part 2 of the plan OR plan to move to an alternative site. Consider the following points:
   a. contact with commercial estate agents to acquire alternative site;
   b. transport arrangements to and from all temporary locations;
   c. the removal of vital documents from the disaster site and subsequent storage;
   d. the removal of re-usable equipment from the disaster site and subsequent storage;
   e. space requirement for critical business functions;
   f. feeding and welfare arrangements.

3. Agree essential installation schedules with public utilities and other suppliers at either the disaster site or alternative site (electricity, heating, lighting, water, air conditioning, fire detection/alarm systems, access control systems, telephones).

4. Agree office equipment and supplies delivery schedules with Property Services.

5. Check on measures being taken for disaster site safety and security

6. Implement salvage plan and arrange temporary storage as necessary.

7. Re organise postal arrangements as necessary.

8. Finalise telecommunications services to the required site(s).

9. Define the priorities for restoring networks on a gradual basis in order to provide a minimum initial communications requirement for departmental critical functions.

10. In conjunction with departmental heads prepare to initiate interim back-up procedures for priority systems.

11. Finalise requirements for hard/software and peripherals replacements and agree installation schedules.

12. Start and maintain a record of financial expenditure and collate information as may be required by the Insurance Officer.

13. Consolidate with core team members arrangements for reinstating critical business functions in priority order whether on-site or at alternative premises. Brief staff accordingly.

14. In conjunction with the Communications Unit ensure that clients are re-assured that service delivery will be returned to normality as soon as possible.

15. Hold a third meeting after 24 hours to finalise plans and/or monitor progress.

BUSINESS CONTINUITY PLAN

ACTION TAKEN DURING THE NEXT MONTH

1. Continue internal and external announcements as necessary and the record of events.

2. Continue to keep financial records.

3. Monitor the installation/repair of essential services to the disaster site/alternative site (electricity, heating, lighting, water, air conditioning, fire detection, alarm systems, access, control systems, telephones).

4. Continue removal and re-deployment of salvaged items from the disaster site.

5. Monitor measures being taken for disaster site safety and security.

6. Maintain liaison with the Insurance Officer.

7. Ensure that the telecommunications network is tested and operates. Continue to provide support/re-configuration to departments when required.

8. Monitor the programme for the installation and back-up of IT networks, hard/software and peripherals in the agreed order of priority.

9. Monitor the programme for the delivery of supplies to the disaster/alternative site.

10. Monitor the reinstatement of functions in order of priority and the consequent effects on service delivery.

11. Monitor overall progress on a regular basis.

12. Co-ordinate interim and/or final report drafting.

BUSINESS CONTINUITY PLAN

APPENDIX H - Duty Chief Officer (DCO) - Responsibilities

1. The duty relates primarily to **'out of hours'** contact where there is a requirement to access a 'Chief Officer' from the Authority. (During normal working hours – the Chief Officers will be expected to respond in their own right, if contacted about a 'crisis' or business continuity incident.)

2. **The four key responsibilities for the DCO are to:**

   a. **Act as the Council's Chief Officer 'point of contact' externally and internally. Receiving & giving 'strategic' information/decisions**

   b. **Act as a 'strategic decision maker' for the Council's out of hours duty staff where the incident requires the callout of additional resources – Including advising EMU where incidents are of such a nature that the Emergency Services are required, and/or full mobilisation of the Council's Crisis Management Team (CMT).**

   c. **Act as Chief Officer 'backstop'/support for out of hours duty staff, who experience problems with other organisations during the course of any callout. In response to this - to contact, liaise and deal with senior officers of other agencies accordingly.**

   d. **Liaise with and brief, in the first instance, appropriate Elected Members – in particular, the Leader, members of the Cabinet and any Ward Members for an 'incident affected' area.**

3. In the event of the need to set up the CMT – the DCO would act as the initial 'Leader' of Team. **In first instance, the CMT will meet at the Guildhall (Emergency Room in CCTV Suite or appropriate room nominated at the time).** If out of hours, go to the Emergency Room in the CCTV office. EMU will advise/'guide' DCO. Key action points as per Chief Officers Crisis Management Aide Memoires.

4. While on duty, the DCO is expected to be contactable by either landline or mobile phone and capable of driving within legal drink limits.

5. Any change of contact details should be notified to 'Council Connect' (for info to B&NES 'Out of Hours' Service) and to EMU

6. B&NES 'Out of Hours' Service to access Council Duty Officers – **01225 477477**.

BUSINESS CONTINUITY PLAN

APPENDIX I – KEY CONTACTS & GENERAL INFORMATION

Name	Area of Responsibility	Contact No's - Home/Mobile No.	Contact No's – Office & Fax
John Everitt (PA – Pat Baynes)	Chief Executive	Information Redacted	Information Redacted
Jane Ashman (PA – Clare Tozer)	Strategic Director – Adult Care, Housing & Health	Information Redacted	Information Redacted
Ashley Ayre (PA – Debbie Durnell)	Strategic Director – Children's Services	Information Redacted	Information Redacted
Peter Rowntree (PA – Kay Gardom)	Strategic Director – Customer Services	Information Redacted	Information Redacted
John Betty (PA – Caroline Hadfield)	Strategic Director – Development & Major Projects	Information Redacted	Information Redacted
Andrew Pate	Strategic Director – Resources & Support Services	Information Redacted	Information Redacted
Vernon Hitchman	Council Solicitor	Information Redacted	Information Redacted
Dave Thompson	DD – Improvement & Performance	Information Redacted	Information Redacted
Jane Shayler	DD – Adult Care, Housing & Health	Information Redacted	Information Redacted
Jo Gray	DD – Adult Care & Health	Information Redacted	Information Redacted
David Lawrence	DD – Tourism, Leisure & Culture	Information Redacted	Information Redacted
Matthew Smith	DD – Environmental Services	Information Redacted	Information Redacted
David Trigwell	DD – Planning & Transport Development	Information Redacted	Information Redacted
Mike Bowden	DD – Child Health Services	Information Redacted	Information Redacted
Maurice Lindsay	DD – Children, Young People & Family Support	Information Redacted	Information Redacted
Gail Quinton	DD – Learning & Inclusion Service	Information Redacted	Information Redacted
Tony Parker	DD – Strategic Planning Services	Information Redacted	Information Redacted
Paul Fox	DD – Finance	Information Redacted	Information Redacted
David Trethewey	DD – Policy & Partnerships	Information Redacted	Information Redacted
Tom McBain	DD – Property	Information Redacted	Information Redacted
Jeremy Smalley	DD – Development & Regeneration	Information Redacted	Information Redacted
Derek Quilter	DD – Major Projects	Information Redacted	Information Redacted
Jeff Wring	HOS – Audit, Risk & Information	Information Redacted	Information Redacted
Ian Savigar	HOS – Revenues & Benefits	Information Redacted	Information Redacted
Angela Parratt	HOS – Transformation Programme	Information Redacted	Information Redacted

BUSINESS CONTINUITY PLAN

	CABINET		
Francine Haeberling	Council Leader	Information Redacted	Information Redacted
Malcolm Hanney	Deputy Leader & Resources	Information Redacted	Information Redacted
Chris Watt	Children's Services	Information Redacted	Information Redacted
Vic Pritchard	Adult Social Services and Housing	Information Redacted	Information Redacted
David Hawkins	Development & Major Projects	Information Redacted	Information Redacted
Charles Gerrish	Transport & Highways/Tourism Leisure & Culture	Information Redacted	Information Redacted
	OTHER CONTACTS		
Emergency Management Unit		Tel: 01225 477544/ 394398 Fax: 01225 477660	'Out of Hours' Service has Home & Mobile numbers for all EMU staff OR Contact "Avon Emergency Management Group" Duty Officer pager: Call 01225 310854 (Ex Directory – Avon Fire Control) and ask for message to be sent to Duty EMO
Council Switchboard		Tel: 01225 477000 Fax: 01225 477998	Office Hours only
Guildhall Reception		Tel: 01225 477793	Office Hours only
Riverside Reception		Tel: 01225 394498	Office Hours only
Council Connect		Tel: 01225 394041 Fax: 01225 477809	Office Hours only
CCTV		Tel: 01225 477447 Fax: 01225 477459	"24/7" operations. External access to CCTV 'out of hours' via steps by Guildhall Market entrance, at front of Guildhall
Council Out of Hours Service		Tel: 01225 477477 Fax: 0845 5007788	Council 'Out of Hours' contacts includes Service Duty Officers
Primary Care Trust – Emergency Contact - Dr Kieran Morgan		Information Redacted	Information Redacted

Key Holders

Building	Key Contact Name	Key Contact Info
Guildhall	Information Redacted	Information Redacted
Riverside	Information Redacted	Information Redacted
Trimbridge House	Information Redacted	Information Redacted
Plymouth House	Information Redacted	Information Redacted
Hollies	Information Redacted	Information Redacted

BUSINESS CONTINUITY PLAN

Keynsham Town Hall	Information Redacted	Information Redacted
Pump Rooms	Information Redacted	Information Redacted
Northgate House	Information Redacted	Information Redacted

General Information

Further information and supporting guidance on the Civil Contingencies Act and Business Continuity can be found on the following websites.
Alternatively, please feel free to contact the Emergency Planning Unit with any questions or requests for advice and support.

UK Resilience
http://www.ukresilience.info/index.shtm

Civil Contingencies Act General Information
http://www.ukresilience.info/ccact/index.shtm

Civil Contingencies Act
http://www.ukresilience.info/ccact/finalregs.pdf

Specific Advice on Business Continuity Planning
http://www.ukresilience.info/ccact/eppdfs/ep_chap_06.pdf

Avon & Somerset Local Resilience Forum Community Risk Register
http://www.avonandsomerset.police.uk/information/Documents/CachedDocuments/677_20060224135314.pdf

BUSINESS CONTINUITY PLAN

APPENDIX J – ROLE & RESPONSIBILITIES - ELECTED MEMBERS' EMERGENCY COMMITTEE

General

1. In response to a serious or major incident, that affects the Council area, it is likely that the Council will need to invoke some exceptional emergency response measures. Invocation would be made following consultations between the Leader of the Council and the Chief Executive or their deputy.

2. Invoking any exceptional emergency response measures will necessitate the formation of a Council Crisis Management Team (CMT). The team will be led by the Chief Executive, or in his absence, a Chief Officer.

3. The CMT will be responsible for all operational responses that involve the Council, either directly and/or in support of other agencies.

Roles

4. In the event of an incident being of a significant scale or one that is likely to be protracted, it may be necessary to form an ELECTED MEMBERS' EMERGENCY COMMITTEE (EMEC). This would be formed following discussions between the Leader of the Council, Group Leaders and the Chief Executive.

5. The elected members' roles will be to provide the political support for:-
   (a)   The Council's emergency planning efforts; and in particular,
   (b)   The actions of an operational CMT.

Responsibilities

6.
   • Authorising the Council's emergency planning efforts;
   • Delegating authority to the Chief Executive, or designated Officer, to incur expenditure in an emergency, outside of standing orders.
   • Providing political support for the operational actions of the Chief Executive and CMT;
   • Justifying changes in deployment of the Council's resources as a result of the incident;
   • Providing the political lead in communication with the media and general public (through the Council's Media Team);
   • Providing the link between operational services and the electorate;
   • Providing the political momentum, where necessary, to utilise resources from other agencies;
   • Maintaining liaison with local Ward Members/Parish Councils/MPs

BUSINESS CONTINUITY PLAN

AFTER A SERIOUS/MAJOR INCIDENT –

Following a major or serious incident, to review and devise strategies for responding to any consequences, be they:
- The need for political consensus to resolve pressing issues
- Economic consequences
- Social ramifications

These should cover impacts on:
- Delivery of services
- Quality of life
- Trade and commerce, including tourism
- Environmental issues

This would be likely to involve:
- Supporting and authorising any necessary measures arising from the Emergency Management Team's post incident report;
- Considering and initiating any rehabilitation planning for the community (through Recovery Liaison Group).
- Considering, establishing and chairing any community Disaster Appeal Fund(through the Recovery Liaison Group).

8.   In the event of the formation of an EMEC, membership will consist of:-

Chair : Leader of the Council
Members : Two other Members of the Cabinet
Officer Advisor : Chief Executive/Chief Officer
Support Officer - EMU

- The EMEC will be considered constituted with a Chair person, one Member and an Officer Advisor.

- The meeting schedules and agendas will be discussed and agreed by the Leader of   the Council and Chief Executive, or in their absence between an appropriate Senior Member and Senior Officer.

- In outline, agenda items will include incident situation reports and issues related to Member's Emergency Management Responsibilities.

- The EMEC should nominate three reserve Members for contingency purposes.

BUSINESS CONTINUITY PLAN

APPENDIX K –

OUR OBLIGATIONS AND STAKEHOLDER EXPECTATIONS

The 3 key drivers which define the expectations placed upon us are:-

a) Civil Contingencies Act 2004

b) British Standard for Business Continuity Management (BS25999)

c) Comprehensive Performance Assessment (CPA)

A) CIVIL CONTINGENCIES ACT –

Local Authorities are defined in the Act as Category 1 responders alongside key agencies such as Police etc

Category 1 responders have a legal obligation to –

➢ Undertake Business Continuity Management
➢ Assess the risk of, plan, and exercise for emergencies
➢ Inform the public in relation to civil protection matters and what to do in emergencies
➢ Provide business continuity advice to local businesses and voluntary organisations
➢ Increase co-operation and information sharing between agencies

B) BRITISH STANDARD 25999 – BUSINESS CONTINUITY MANAGEMENT

In summary this provides a generic framework that is applicable across the public, private and voluntary sectors. Its aim is to enable organisations to use this framework so that we can:-

➢ Improve an organisation's resilience against the disruption or interruption of its ability to deliver its services
➢ Use proven methods to restore an organisations ability to provide critical services to an agreed level
➢ Deliver capability to manage a business interruption and protect the organisation's reputation

To do this a 5 stage process has been devised which it is recommended organisations should follow –

➢ **Stage 1: Understand Your Business**:

Using business impact analysis and risk assessments to identify critical deliverables, evaluate recovery priorities and assess the risks that could lead to a disruption of service.

BUSINESS CONTINUITY PLAN

> **Stage 2: Determine BCM Options:**

Identify the alternative strategies available to mitigate loss, assessing their potential effectiveness in maintaining the ability to deliver critical functions.

> **Stage 3: Develop and Implement a BCM Response**:

Developing the response to business continuity challenges and the plans underpinning this.

> **Stage 4: Establishing a BCM Culture**:

Ensure a continuity culture is embedded in a Council by raising awareness throughout the Council and its key stakeholders, and offering training to key staff on BCM issues.

> **Stage 5: Test, maintain and audit BCM**:

Ensue plans are fit for purpose, updated and quality assured

C) COMPREHENSIVE PERFORMANCE ASSESSMENT PROCESS (CPA)

Use of Resources – Internal Control - Level 2 Criterion

> The Council has a business continuity plan in place which is reviewed and tested on a regular basis.

Corporate Assessment – Level 2 Criterion

> The council can show that its emergency arrangements are fit for purpose and would allow the council to respond to emergencies, support emergency service partners and communicate effectively with the public about the emergency at any time (24 hours a day) while continuing to deliver critical public services.
> The council has made an up-to-date local risk assessment to inform those arrangements and has a regular programme of tests and exercises to validate them.
> The council can demonstrate involvement in relevant local joint multi-agency arrangements, in particular the Local Resilience Forum, including appropriate protocols for sharing information. It has agreements about mutual aid with neighbouring authorities.

Corporate Assessment – Additional Level 3 Criterion

> It has identified vulnerable individuals and tailored arrangements to meet a diversity of potential needs.
> The council can show activities aimed at reducing and preventing relevant risks, including promotion and training.

BUSINESS CONTINUITY PLAN

APPENDIX L –

MISCELLANEOUS FORMS

COMMUNITY ESSENTIAL NEEDS (CEN)

◊ **FOOD**

◊ **WATER**

◊ **SHELTER**

◊ **POWER SUPPLIES**

◊ **SAFE ENVIRONMENT**

◊ **CLEAN AND HYGIENIC ENVIRONMENT**

◊ **LAW AND ORDER**

◊ **INFORMATION**

Need to get information on CEN – short, medium, long term

Loss / Disruption of any or all CEN =
ACTUAL or POTENTIAL PROBLEMS

*QUANTIFY PROBLEMS AS PER
SITUATION REPORT (SITREP)*

BUSINESS CONTINUITY PLAN

SITUATION REPORTS (SITREPS)

- SIGNIFICANT POINTS ONLY -

LOSS OF SERVICES

.

a. WATER **b.** SEWERAGE **c.** ELECTRIC **d.** GAS **e.** PHONE **f.** TV **g.** RADIO

PEOPLE AFFECTED

a. DEAD; b) INJURED; C) HOMELESS; D) MORALE; E) PROBLEMS

PROPERTY AFFECTED

a) COMMERCIAL; b) INDUSTRIAL; C) RESIDENTIAL; D) HERITAGE

LAND AFFECTED

a. POLLUTION **b.** DEBRIS **c.** HAZARDS

WATERWAYS AFFECTED

a) POLLUTION; b) DEBRIS; c) HAZARDS

ENVIRONMENT AFFECTED

AIR **-** LAND **-** INLAND WATERS **-** HEALTH RISKS

ACTION BEING TAKEN

a. EMERGENCY SERVICES **b.** OWN STAFF **c.** OTHERS

OTHER PROBLEMS

a. ACTUAL **b.** POTENTIAL **c.** LONG TERM **d.** PUBLIC INFORMATION

To speed process – quote numbers and letters when giving details. Give "**NK**" (Not Known) and / or "**NTR**" (Nothing to Report) statements.

BUSINESS CONTINUITY PLAN