The Highland Council	Agenda Item	**6**
Community Services Committee **4 June 2015**	Report No	**COM/19/ 15**

Community Services Business Continuity Plan (BCP)

Report by the Director of Community Services

Summary
This report introduces the attached Community Services Business Continuity Plan (BCP). This plan identifies key business activities delivered by the Service. It has been prepared according to a methodology agreed by the Executive Leadership Team which identifies key activities which must be maintained against a range of timeframes. Once the Service's BCP is formally adopted, it becomes an integral part of the Council's overall General BCP. Any identified training for staff in the activation of the Service's BCP will follow, as will testing and periodic (annual) review.

1.   Background

1.1   The Community Services BCP has been drawn up in response to the requirements of the Civil Contingencies Act as well as it being good business practice. It seeks to identify how key activities will continue to be delivered during a major incident.

1.2   Key business activities were identified by a working group of service managers who, using a risk matrix, identified and assessed the likelihood and impact of the loss of these activities. The risk scoring which followed allowed the team to rank these risks and to prepare specific arrangements to mitigate them.

2.   Approach

2.1   As agreed by the Executive Leadership Team, the approach throughout has been to concentrate on consequences rather than trigger events, i.e. dealing with overall impacts rather than concentrating on a wide range of scenarios; for instance, key activities could be affected by a range of events that cause loss of staff (e.g. widespread illness, industrial action, severe weather) but loss of staff remains the outcome.

2.2   Business continuity planning has been a new activity for some managers and there was a need to assist the working group, particularly in carrying out a business impact analysis. This element of the approach is fundamental in identifying those key areas which are priorities for the business.

3.   Monitoring and Performance Reporting

3.1   Progress in further development of the BCP will be monitored periodically by the Executive Leadership Team at no more than a quarterly interval and by Internal Audit at no more than an annual basis.

3.2   Once the Service BCP is adopted, it becomes an integral part of the Council's overall General BCP. This overall General BCP will be presented to committee when all Service's BCPs are adopted.

4.   Implications

4.1   There are no Financial, Equalities, Rural or Carbon Clever impacts arising as a direct result of this report.

4.2   Resource and Risk implications are noted throughout the BCP itself.

4.3   There is a follow-on time commitment required to meet training and exercising needs as the BCP is further developed.

Recommendation

Members are invited to approve the Community Services Business Continuity Plan.

Designation: Director of Community Services

Date: 22 May 2015

Author: David Goldie: Head of Housing

THE HIGHLAND COUNCIL

BUSINESS CONTINUITY PLAN FOR COMMUNITY SERVICES

BC Plan Owner: William Gilfillan, Director of Community Services
Release Date: 01/04/2015
Review Date: 30/07/2015

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TEMPLATE SERVICE BUSINESS CONTINUITY PLAN

1. AIM. The aim of the Community Services Business Continuity Plan (BCP) is to maintain the delivery of key services within critical business areas in the event of a major incident.

2. OBJECTIVES. The BCP has several inter-related objectives, namely to;

    - Identify and prioritise critical business areas,
    - Complete a business impact analysis,
    - Identify where mitigatory actions or risk reduction can be applied,
    - Detail the immediate response to a major incident, and
    - Review and update the plan on a regular basis or in light of a real incident.

3. CONSEQUENCES. The Service BCP identifies the actions required to deal with a range of risks to a number of identified critical business areas. These risks have been identified on the basis of consequences rather than trigger events since, for instance, "loss of staff" can arise from a number of different triggers (e.g. industrial action, illness, severe weather). The BCP therefore focusses on consequence management.

4. CRITICAL BUSINESS AREAS. Critical business areas have been identified through conducting a Business Impact Analysis (BIA) for the Service. The BIA is an integral part of the Service BC Plan since it identifies the relative importance of each critical business area and also ranks these on the basis of those critical business areas which;

    - Must be kept functioning 24/7 if immediate serious consequences are to be avoided,
    - Could accept a business interruption of up to 3 days before having serious consequences, and
    - Could accept a business interruption of up to 7 days before having serious consequences.

5. ACTION PLANNING. The BIA also assesses the likelihood of any particular risk occurring and ranks the risk accordingly. A series of action plans, for dealing with each of these risks to the delivery of critical services and activities, are provided below.

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AMENDMENT LIST

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Amendment Number	Reason for Amendment	By Whom
V1	Issued to Community Services Committee for approval	Director of Community Services

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Risk Number	Critical Business Area	Loss of Staff a.	Loss of Buildings b.	Loss of Communications c.	Loss of ICT d.	Loss of Internet e.	Loss of Utilities f.	Loss of Internal Suppliers g.	Loss of External Suppliers h.	Excess Demand i.	Loss of Critical or Sensitive Data j.	Loss of Reputation k.	Risk Owner
24/7													
CS1	Emergency Housing Repairs	2,3=6 A		1,3=6 A	2,3=6 A		2,3=6 A		2,3=6 A	2,3=6 A		3,1=3 G	Caroline Campbell
CS2	Call service for Sheltered Housing Wardens	2,3=6 A		2,3=6 A	2,3=6 A		2,3=6 A		2,4=8 R	2,3=6 A	2,3=6 A	3,3=9 R	Tina Luxton
CS3	Booking Emergency Accommodation for homeless households	2,3=6 A		2,3=6 A			2,3=6 A		2,4=8 R	2,4=8 R		2,2=4 G	Tracey Urry
CS4	Winter Maintenance	3,4=12 R		3,2=6 A			4,4=16 R		4,2=8 R	2,3=6 A			Campbell Stewart
CS5	Emergency Infrastructure Repairs	3,4=12 R		3,4=12 R			4,4=16 R			3,4=12 R			Cameron Kemp

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ID	Description	C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	Owner
CS6	Emergency Public Health response	3,4=12 R	1,3=3 A	3,4=12 R	2,3=6 A		4,3=12 R		3,4=12 R			Colin Clark
Up To 3 Days												
CS7	High priority housing repairs	2,2=4 G		2,2=4 G	2,2=4 G		2,3=6 A	2,3=6 A			3,1=3 G	Caroline Campbell
CS8	Lifeline Ferries	3,4=12 R					4,4=16 R					Cameron Kemp
CS9	Category A incidents of Antisocial Behaviour	1,2=2 G		1,2=2 G	2,2=4 G	2,2=4 G			2,2=4 G	2,3=6 A	2,3=6 A	Tina Luxton
Up To 7 Days												
CS10	Management of Gypsy Traveller Sites	2,2=4 G		1,2=2 G			2,3=6 A		2,3=6 A	2,2=4 G	2,2=4 G	Tracey Urry
CS11	Burials	2,4=8 R		2,3=6 A			2,4=8 R	1,4=4 G	3,4=12 R			Campbell Stewart
CS12	Cremations	3,4=12 R	3,4=12 R	2,3=6 A			2,4=8 R		3,4=12 R			Tracey Urry

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CS13	Waste Collection/Disposal	3,4=12 R					4,4=16 R			2,3=6 A			Colin Clark
CS15	Rent Collection	1,3=3 G		1,2=2 G	3,2=6 A			2,3=6 A	2,2=4 G		2,3=6 A	2,3=6 A	Caroline Campbell

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CRITICAL BUSINESS AREA 24/7					
• Ensure fleet is fuelled up. • Identify alternative fuels stocks		• Fleet section to maintain list of suppliers who will provide priority fuelling for council vehicles.			
CS1: Emergency Housing Repairs	Risk Number	Risk Rating	Risk Description	Preventative / Mitigatory Measures	Contingency Arrangements
	CS1a	6	Loss of Staff	• Identification of staff who can be trained-up to create a pool of staff. • Deliver training to identified staff. • Undertake refresher training (specified interval). • Ensure Contractor Framework provides adequate number of external resources to call upon to supplement internal resources.	• Validated call-out details for key staff. • Describe the call-out arrangements within the Service BCP. • Ensure contact information for key staff is contained within the Council's Emergency Communications Directory. • Ensure contact information for contractors is held by key Building Maintenance personnel.
	CS1c	6	Loss of Communications	• Agree with ICT Clients which ICT is especially critical. • Arrange for this critical ICT to be part of the Council's back-up arrangements.	• Ensure appropriate alternative communications channels with internal and external partners/colleagues.
	CS1d	6	Loss of ICT	• As loss of communications. • Revert to paper processes, already in place.	• As with loss of communications. • Validate paper processes, ensuring they reflect current working practice.
	CS1f	6	Loss of Utilities(Fuel)	• Ensure fleet is fuelled up. • Identify alternative fuels stocks.	• Fleet section to maintain list of suppliers who will provide priority fuelling for council vehicles.
	CS1h	6	Loss of External Suppliers	• Ensure area stores and van stocks hold stock that is reflective of current needs. • Ensure Contractor Framework (suppliers of labour) provides adequate number of external resources to call upon to supplement internal resources.	• Carry out emergency or make good repairs until supply chain re-established.
	CS1i	8	Excess Demand	• Ensure Contractor Framework provides adequate number of external resources to call upon to supplement internal resources. • Communicate repair priorities to tenants through Newsletters etc (ongoing) to manage	• Carry out emergency or make good repairs until demand reduces.

				expectations.	
	CS1k	3	Loss of Reputation)	• Develop effective contingency plans, see points above.	• Ensure PR department and Ward Managers are keep up to date with issues so the public are kept informed.

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CRITICAL BUSINESS AREA 24/7					
CS2: Call Service for Sheltered Housing Wardens	Risk Number	Risk Rating	Risk Description	Preventative / Mitigatory Measures	Contingency Arrangements
	CS2a	6	Loss of Staff	• Identify staff who can provide cover in the event of staff absence/loss. • Ensure Policies and procedures are up to date and available for consultation by staff who are covering absence/loss. •	• Validated contact details for 'cover' staff. • Describe the cover arrangements within the Service BCP. • Ensure contact information for 'cover' staff is contained within the Council's Emergency Communications Directory.
	CS2c	6	Loss of Communications	• Agree with ICT Client which ICT is especially critical. • Arrange for this critical ICT to be part of the Council's back-up arrangements.	• Use Warden's (personal) mobile phones to make well-being calls
	CS2d	6	Loss of ICT	• Ensure that paper records can be kept as necessary	• Paper records and files can be kept and uploaded when ICT restored.
	CS2f	6	Loss of Utilities	• Ensure all SH schemes are identified for priority attention by Utility companies	• Phone contact with utility companies to ensure delivery of priority service. • Arrange for heat/light/water to be supplied via Building Maintenance team.
	CS2h	8	Loss of External Suppliers	• Liaise with HUB/NHSH to ensure resilience and back-up arrangements	• Use Warden's (personal) mobile phones to make well-being calls
	CS2i	6	Excess Demand	• Ensure tenant records are up to date to enable assistance from other agencies if required.	• Liaise with NHSH to provide temporary support as required.
	CS2j	6	Loss of Sensitive information	• Corporate ICT back-up measures. • Ensure SH staff safeguard ICT hardware (laptops and phones to be password protected), especially when out of the office.	• SH staff to immediately advise senior management in the event of loss of critical or sensitive data.
	CS2k	9	Loss of Reputation	• Ensure SH policies and procedures are followed. • Work in partnership with the NHSH and the Care Inspectorate.	• SH staff to advise senior management of potential reputational loss through case management.

CRITICAL BUSINESS AREA 24/7					
CS3: Booking Emergency Accommodation	Risk Number	Risk Rating	Risk Description	Preventative / Mitigatory Measures	Contingency Arrangements
	CS3a	6	Loss of Staff	• Identify staff who can advise /attend in a crisis on a standby as required basis. • Ensure next day review processes set in place with monitoring / reporting responsibilities	• Identify staff who can advise /attend in a crisis on a standby as required basis.
	CS3c	6	Loss of Communications	• Id senior [PHO?] and 'on call ' mob phone	• Senior staff member available across eve /night / weekend to advise call centre
	CS3f	6	Loss of Utilities	• As per gen emergency planning procedures – Eg re fire /flood evacuation?	• Identify staff who can advise /attend in a crisis on a standby as required basis.
	CS3h	8	Loss of Suppliers	• Maintain review processes/forums with contractors	• Maintain clear communication around escalation processes to address challenging behaviour
	CS3i	6	Excess Demand	• Anticipate demand trends	• Access to Purchase card with 'on call'
	CS3k	4	Loss of Reputation	• Critical incident review report category	• PHO reports on critical incidents.

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CRITICAL BUSINESS AREA 24/7					
CS4: Winter Maintenance	Risk Number	Risk Rating	Risk Description	Preventative / Mitigatory Measures	Contingency Arrangements
	CS4a	12	Loss of Staff	• Ensure sufficient number of LGV drivers who are trained and experienced in WM and in correct locations. • Deliver training, including refresher training, to identified staff. • Continually review, having regard to current policy and WM planned routes.	• Validated call-out details for key staff. • Confirm Winter Standby arrangements for each Area. • Ensure contact information for key staff is contained within the Council's Emergency Communications Directory.
	CS4c	6	Loss of Communications	• Agree with ICT Clients which ICT is especially critical. • Arrange for this critical ICT to be part of the Council's back-up arrangements. • Ensure "Airwave" radio communication functional.	• Ensure appropriate communications channels with internal and external partners/colleagues. • Continue to promote and evolve regular ELG cross service meetings during winter events.
	CS4f	16	Loss of utilities	• Ensure that airwave radios located in each cab, together with mobile phone as back-up.	
	CS4h	8	Loss of External Suppliers	• Continue to review salt/sand stocks and ensure sufficient stock always available.	• Ensure appropriate salt ordering mechanism and delivery contract
	CS4i	6	Excess Demand	• Review salt stock levels during April/May of each year and ensure levels up to 45,000 tonnes by October of each year. • Have robust mechanism to ensure correct levels of salt laid down as appropriate to the daily conditions and as per daily instruction to drivers. • Ensure the provision of "spare" plant and suitably located, in case of breakdowns.	• Stores and Procurement to take lead in salt review and replenishment • Appropriate training, including regular refresher training, to All winter staff and drivers. • Ensure communications between Operations and Workshops, both at Managerial and front-line levels. • Continually review Stores and stock control to

				• Prioritise the repair of WM plant during winter through the Council Workshops and private garages, if necessary. • Ensure sufficient and suitable salt storage facilities available and suitably located.	ensure sufficient repair parts at all times.

CRITICAL BUSINESS AREA 24/7					
CS5: Emergency Infrastructure Repairs	Risk Number	Risk Rating	Risk Description	Preventative / Mitigatory Measures	Contingency Arrangements
	CS5a	12	Loss of Staff	• Ensure sufficient number of LGV drivers and machine operators who are trained and experienced in infrastructure repairs strategically located. • Deliver training, including refresher training, to identified staff. • Continually review, having regard to vulnerable locations on the road network.	• Validated call-out details for key staff. • Ensure contact information for key staff is contained within the Council's Emergency Communications Directory.
	CS5c	12	Loss of Communications	• Agree with ICT Clients which ICT is especially critical. • Arrange for this critical ICT to be part of the Council's back-up arrangements. • Ensure "Airwave" radio communication functional.	• Ensure appropriate communications channels with internal and external partners/colleagues. • Continue to promote and evolve regular ELG cross service meetings during events.
	CS5f	16	Loss of utilities	Ensure that airwave radios located in each cab, together with mobile phone as back-up.	
	CS5i	12	Excess Demand	• Ensure the provision of "spare" plant and suitably located, in case of breakdowns. • Identify suppliers of hire vehicles/plant to assist where Council provision is deficient. • Identify key contractors who could assist.	• Appropriate training, including regular refresher training, to all staff • Ensure communications between Operations and Workshops, both at Managerial and front-line levels. • Prepare contingency plans for potential major failures e.g. Stromeferry by-pass.

CRITICAL BUSINESS AREA 24/7					
CS6: Emergency Public Health response	Risk Number	Risk Rating	Risk Description	Preventative / Mitigatory Measures	Contingency Arrangements
	CS6a	12	Loss of Staff	• Identification of staff who can be trained-up to create a pool of staff for certain functions. • Deliver training to identified staff. • Undertake refresher training (specified interval). • Agreements in place with neighbouring authorities for assistance	• Emergency response to be prioritised above other work • Utilise all staff available with appropriate training • Utilise neighbouring authority assistance agreements
	CS6b	3	Loss of buildings	• Increasing use of electronic storage of key business records • Critical equipment available in number of locations	• Use electronic systems • Use equipment from alternative locations
	CS6c	12	Loss of Communications	• n/a	• In critical situation could consider use of Airwave radio system
	CS6d	6	Loss of ICT	• Regular report of critical information taken from EH Information Management System	• Utilise alternative records
	CS6f	12	Loss of Utilities	• n/a	• In critical situation e.g. petrol shortage, ensure function is prioritised.
	CS6i	12	Excess Demand	• As CS6a	• As CS6a

CRITICAL BUSINESS AREA Up to 3 days					
CS7: High Priority Housing Repairs	Risk Number	Risk Rating	Risk Description	Preventative / Mitigatory Measures	Contingency Arrangements
	CS7a	4	Loss of Staff	• Identification of staff who can be trained-up to create a pool of staff. • Deliver training to identified staff. • Undertake refresher training (specified interval). • Ensure Contractor Framework provides adequate number of external resources to call upon to supplement internal resources.	• Validated call-out details for key staff. • Describe the call-out arrangements within the Service BCP. • Ensure contact information for key staff is contained within the Council's Emergency Communications Directory. • Ensure contact information for contractors is held by key Building Maintenance personnel.
	CS7c	4	Loss of Communications	• Agree with ICT Clients which ICT is especially critical. • Arrange for this critical ICT to be part of the Council's back-up arrangements.	• Ensure appropriate alternative communications channels with internal and external partners/colleagues.
	CS7d	4	Loss of ICT	• As loss of communications. • Revert to paper processes, already in place.	• As with loss of communications. • Validate paper processes, ensuring they reflect current working practice.
	CS7f	6	Loss of Utilities(Fuel)	• Ensure fleet is fuelled up. • Identify alternative fuels stocks.	• Fleet section to maintain list of suppliers who will provide priority fuelling for council vehicles.
	CS7h	6	Loss of External Suppliers	• Ensure area stores and van stocks hold stock that is reflective of current needs. • Ensure Contractor Framework (suppliers of labour) provides adequate number of external resources to call upon to supplement internal resources.	• Carry out emergency or make good repairs until supply chain re-established.
	CS7i	6	Excess Demand	• Ensure Contractor Framework provides adequate number of external resources to call upon to supplement internal resources. • Communicate repair priorities to tenants through Newsletters etc (ongoing) to manage expectations.	• Carry out emergency or make good repairs until demand reduces.
	CS7k	3	Loss of	• Develop effective contingency plans, see	• Ensure PR department and Ward Managers

			Reputation)	points above.	are keep up to date with issues so the public are kept informed.

CRITICAL BUSINESS AREA Up To 3 Days					
CS8: Lifeline Ferries	Risk Number	Risk Rating	Risk Description	Preventative / Mitigatory Measures	Contingency Arrangements
	CS8a	12	Loss of Staff	• Ensure sufficient number of crew trained with boatmaster and engineering qualifications with experience in ferry operations. • Deliver training, including refresher training, to identified staff. • Continually review, having regard to MCA requirements.	• Validated call-out details for key staff. • Ensure contact information for key staff is contained within the Council's Emergency Communications Directory.
	CS8f	16	Loss of utilities	• Identify alternative fuel supplies • Identify alternative suppliers of service parts	• Back up vessel maintained on station fuelled and ready to go.

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CRITICAL BUSINESS AREA 24/7					
CS9: Category A incidents of Antisocial Behaviour	Risk Number	Risk Rating	Risk Description	Preventative / Mitigatory Measures	Contingency Arrangements
	CS9a	2	Loss of Staff	• Identify staff who can provide cover in the event of staff absence/loss. • Ensure Policies and procedures are up to date and available for consultation by staff who are covering absence/loss.	• Ensure that relevant CS staff have access to ASB IT records and case files. • Ensure ASB policies and procedures are readily accessible
	CS9c	2	Loss of Communications	• Agree with ICT Clients which ICT is especially critical. • Arrange for this critical ICT to be part of the Council's back-up arrangements.	• Use personal mobile phones as required until telephony restored.
	CS9d	4	Loss of ICT	• As CS9c	• Paper records and files can be kept and uploaded when ICT restored.
	CS9e	4	Loss of internet	• As CS9c	• Not business critical
	CS9i	4	Excess Demand	• Use staff resources from other parts of Highland	• Use staff resources from other parts of Highland
	CS9j	6	Loss of critical or sensitive data	• Corporate ICT back-up measures. • Ensure ASB staff safeguard ICT hardware (laptops and phones to be password protected), especially when out of the office.	• ASB staff to immediately advise senior management in the event of loss of critical or sensitive data.
	CS9k	6	Loss of Reputation	• Ensure ASB policies and procedures are followed • Work in partnership with the police and other agencies to manage Cat A cases.	• ASB staff to advise senior management of potential reputational loss through case management.

CRITICAL BUSINESS AREA 24/7					
CS10: Gypsy/Traveller Sites	Risk Number	Risk Rating	Risk Description	Preventative / Mitigatory Measures	Contingency Arrangements
	CS10a	4	Loss of Staff	• Three staff from within the team fully trained on the day to day operation of the Site. • Ensure covering staff are available to be on site regularly to maintain knowledge and changes with tenancies.	• Ensure that only one team member is on annual leave at any given time ensuring cover is available if someone is off sick. • Ensure contact information for 'cover' staff is contained within the Council's Emergency Communications Directory.
	CS10c	2	Loss of Communications	• Agree with ICT Client which ICT is especially critical. • Arrange for this critical ICT to be part of the Council's back-up arrangements	• Site Officer to always carry Council issued mobile phone. • Use Site Officer's (personal) mobile phones to make well-being calls if required.
	CS10f	6	Loss of Utilities	• Ensure all Staff and tenants are aware of how to report a Utilities fault. • Out of Hours Highland Council emergency number to be clearly displayed	• Phone contact with utility companies to ensure delivery of service. • Arrange for heat/light/water to be supplied via Building Maintenance team.
	CS10i	6	Excess Demand	• Ensure tenant records are up to date to enable assistance from other Site Officers and agencies if required	• Liaise with other Site Officers to provide temporary support as required. • Liaise with Homeless team if appropriate.
	CS10j	4	Loss of Critical or Sensitive data	• Corporate ICT back-up measures. • Ensure SH staff safeguard ICT hardware (laptops and phones to be password protected), especially when out of the office.	• SH staff to immediately advise senior management in the event of loss of critical or sensitive data.
	CS10k	4	Loss of Reputation	• Ensure SH policies and procedures are followed. • Work in partnership with all involved agencies. • Ensure Line Manager is always up to date with any case or occurring situation.	• Staff to advise senior management of potential reputational loss through case management.

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CRITICAL BUSINESS AREA Up to 7 Daysp to 7 Days					
CS11: Burials	Risk Number	Risk Rating	Risk Description	Preventative / Mitigatory Measures	Contingency Arrangements
	CS11a	8	Loss of Staff	• Identification of staff who can be trained-up and have sufficient "knowledge" of Area cemeteries and related Administration, to create a workforce capable of delivering service. • Deliver appropriate training to identified staff. • Undertake refresher training (specified interval).	• Arrange regular "shadowing" working between relevant staff at different cemeteries to carry on local knowledge of each cemetery. • Ensure robust and consistent burial administration process, together with accurate records of all cemeteries.
	CS11c	6	Loss of Communications	• Agree with ICT Clients which ICT is especially critical. • Arrange for this critical ICT to be part of the Council's back-up arrangements.	• Ensure adequate back-up communications between Area offices and local CWO's when required/needed – possibly through Airwave.
	CS11f	8	Loss of Utilities	• Ensure appropriate supply and location of mini diggers and other plant to provide grave opening/filling service. • Review, on an annual basis, the current capacity of all active cemeteries and begin process to provide additional or alternative capacity when 10 years capacity reached. • Restrict lair purchase to "immediate use" only when capacity reaches 5 year level.	• Regular Plant review and maintenance regime. • Appoint appropriate Lead Officer with remit to review capacity of all active cemeteries on an annual basis. • Allocate sufficient Capital monies to allow provision of new cemeteries or extensions as required.
	CS11i	12	Excess Demand	• Strict limitation on number of burials booked daily at each cemetery – max 2 per day and minimum 2 hours time separation.	• Ensure a robust and consistent burial administration service, which is fit for purpose.

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CRITICAL BUSINESS AREA 24/7					
CS11: Cremations	Risk Number	Risk Rating	Risk Description	Preventative / Mitigatory Measures	Contingency Arrangements
	CS11a	12	Loss of Staff	• Rotate staff that are experienced and have sufficient "knowledge" of cremation process and related Administration, to create a workforce capable of delivering service. • Undertake refresher training (specified interval).	• Burials Officer and Foreman have existing knowledge of all aspects of the cremation process in the case of staff shortages or emergencies.
	CS11b	12	Loss of Buildings	• Set up agreements with other Crematoria to maintain cremation service. • Administration building would have to be operated from an alternative, appropriate location.	Arrange emergency procedures for the transportation of remains to other Crematoria. Appropriate nominated location to be agreed.
	CS11c	8	Loss of Communications	• Agree with ICT Clients which ICT is especially critical. • Arrange for this critical ICT to be part of the Council's back-up arrangements.	• Communication will be maintained within the administration office. • Ensure adequate back-up communications between Area offices and local CWO's when required/needed.
	CS11f	12	Loss of Utilities	• Ensure appropriate recording and inspection of all utility supplies are carried on a daily basis and faults recorded and reported. • Continuous review of operating procedures.	• Regular Plant review and maintenance regime. • Appoint appropriate Lead Officer with remit to arrange alternative mobile utilities • Allocate a sufficient cyclical budget for continuous improvements and maintenance.
	CS11h	8	Loss of External Suppliers	• Maintain historical stock levels of all material required for the cremation process	• Stock levels checked and maintained on a fortnightly basis.
	CS11i	9	Excess Demand	• New cremators, currently being installed are capable of meeting excess demand with an increased allocation time slots.	• Extend working hours to meet demand.

CRITICAL BUSINESS AREA 7 days					
Waste Collection/Disposal	Risk Number	Risk Rating	Risk Description	Preventative / Mitigatory Measures	Contingency Arrangements
	CS13a	12	Loss of Staff	• Identify & train HC staff drivers • Identify & train HC staff for loading if available; • As above for site works; • Maximise use of agency workers; • Use private sector where available; • Re-designate waste storage facilities for residual waste; • Close HC recycling sites (but see opposite); • Close WTS and centralise bulking.	• Strategically place Skips for waste; • Open HWRCs when collections cease for the deposit of residual waste; • Re-designate recycling points for residual waste; • Negotiate with Regulator for reduction in standards; • Maximise use of WTS if/where available; • Seek external disposal in UK/Europe;
	CS13f	16	Loss of Utilities	• As above	• As above
	CS13i	6	Excess Demand	• None – time required to recover from build up of waste by staff.	• As above

CRITICAL BUSINESS AREA Up to 7 days					
CS12: Rent Collection	Risk Number	Risk Rating	Risk Description	Preventative / Mitigatory Measures	Contingency Arrangements
	CS15a	3	Loss of Staff	• Identification of staff who can be trained-up to create a pool of staff. • Deliver training to identified staff. • Undertake refresher training (specified interval).	• Validated call-out details for key staff in Systems Support Team. • Describe the call-out arrangements within the Service BCP. • Ensure contact information for key staff is contained within the Council's Emergency Communications Directory.
	CS15c	2	Loss of Communications	• Agree with ICT Client which ICT is especially critical. • Arrange for this critical ICT to be part of the Council's back-up arrangements.	• Ensure appropriate alternative communications channels with internal and external partners/colleagues.
	CS15d	6	Loss of ICT	• As loss of communications. • Revert to paper processes, already in place.	• As with loss of communications. • Validate paper processes, ensuring they reflect current working practice.
	CS15g	6	Loss of Internal Suppliers	• Co-ordinate fault diagnosis through to problem resolution with in-house Finance System Support teams	• Validate key members of Systems Support within Council
	CS15h	4	Loss of external supplies	• Invoke Disaster Recovery process for loss of Northgate. This will provide a backup (no interfaces) of LIVE dataset.	• Call Fujitsu Service desk and request Disaster Recovery is invoked through Service Delivery Manager
	CS151J	6	Loss of data	• A weekly download of account information scheduled. to be used by the Service as part of the Rents Contingency	• To be used by the Service as part of the Rents Contingency allowing simple customer queries to be answered
	CS7k	6	Loss of Reputation)	• Develop effective contingency plans, see points above.	• Ensure PR department and Ward Managers are keep up to date with issues so the public are kept informed.

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