



Housing and Technical Resources
Housing Services
Property Services

Business Continuity Plan

Version: 5

Date of Issue: December 2015

Review Date: October 2017

Next Review: October 2018

Note:

This document is intended for the exclusive use of South Lanarkshire Council employees and must be treated confidentially; with any paper or electronic copies stored and transmitted securely.

(i) Foreword

The Head of Support Services is responsible for leading the development, maintenance, implementation and rehearsal of this business continuity plan in accordance with the strategic framework established by the Corporate Contingency Plan.

Business continuity plans are intended as a management tool and do not abrogate the individual's need to make decisions, exercise judgement and improvise solutions to maintain continuity of service delivery.

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(ii) Amendment and Exercise Record

This plan is subject to an annual review and three yearly validation exercise regime led by the Head of Service; supported by the Contingency Planning Officer, Emergency Management Team representatives and Resource Contingency Planning Liaison Group members as appropriate.

Any amendment arising from review, exercise or experience, following the plan's activation will be incorporated where necessary. In this respect the plan should be regarded as a "living" document which will evolve to reflect fresh influences, changing needs and experiences.

The Head of Service will lead any post incident or exercise debriefing and agree priority action points with service managers and other stakeholders as appropriate.

Amendment Record

Reference	Date	
01	May 2013	Date of first issue
02	Oct 2013	Revised Supplements
03	Dec 2015	Revised Supplements
04	October 2017	Distribution / Revised Supplements / Deleted Supplements

Exercise Record

Reference	Date	

Version control – To ensure that the version you are viewing is contemporary check the issue / review date on the front page of any printed or electronic copy.

(iii) Distribution

Electronic copies of this plan have been distributed to:

- Director of Housing and Technical Resources
- Head of Property Services
- Head of Housing Services
- Housing Services Managers x4
- Area Housing Managers x 4
- Homelessness Manager
- Customer Services Manager
- Property Maintenance Manager

(iv) Supplements

This plan covers the following service areas

Supplement	Service Area	Priority Ranking (1,2,3)	Manager Responsible
1	Maintenance and Repairs Service	1	Alison Graham
2	CCTV Control Centre	1	Stephen Bell
3	Housing Services Rutherglen and Cambuslang	1	Tracey O'Donnell
4	Housing Services Clydesdale	1	Jackie Fernie
5	Housing Services East Kilbride	1	Donald Gray
6	Housing Services Hamilton and Larkhall, Blantyre	1	Deidre Duncan
7	Property Asset (Non Housing)	1	Dougie McMillan
8	Sheltered Housing	1	Val Holtom

(v) **Priority Ranking**

The following table describes priority rankings and the Recovery Time Objective associated with each.

Priority	Description	Recovery Time Objective
Priority 1	• Services which directly impact upon human welfare and the safety and security of the community, environment, information or infrastructure • Services supporting the operation and delivery of functions which underpin the Council's capability to respond to emergencies	0 to 24 Hours
Priority 2	• Services supporting the delivery of a statutory duty	1 to 3 Days
Priority 3	• Services which can be restored when able	Up to one week or more

1 Introduction

1.1 Aim

This Business Continuity Plan (BCP) is intended to aid decision making and co-ordination of activities in response to emergencies impacting upon any or all of the following service areas:

- Property Services, Hamilton Business Unit, Repairs and Maintenance Services
- Property Services, CCTV Control Centre
- Property Services, Property Assets
- Housing Services, Rutherglen and Cambuslang
- Housing Services, Clydesdale
- Housing Services, East Kilbride
- Housing Services, Hamilton, Larkhall and Blantyre
- Housing Services, Sheltered Housing

The BCP focuses on managing the effects (impacts) of emergencies regardless of their cause or likelihood.

1.2 Response Objectives

This plan is intended to facilitate the following emergency response objectives:

- Maintain the continuity of services at a pre-determined minimum (baseline) level
- Safeguard the health, safety and welfare of employees and service users
- Protect Council assets
- Manage the phased restoration of normal operations
- Promote information sharing and co-ordination of effort across Council services and partner agencies

2 Emergency Response

2.1 Incident Alert

All alerts concerning incidents impacting upon the delivery of service areas (business continuity) covered within the scope of this plan must be directed to the Head of Service or their emergency management team representatives.

- Head of Service (Refer to Resource Contact List)
- Emergency Management Team Representatives (Refer to Resource Contact List)

2.2 Incident Assessment Matrix:

On receipt of an incident alert the Head of Service or nominated depute will assess and verify the information available and determine (or be advised of) the required response, i.e. **Normal**, **Enhanced** or **Declared** status; having first considered whether or not:

- (i) The incident would be likely to impact upon business continuity and seriously obstruct the service area(s) in the performance of its functions.
- (ii) The service area(s) would consider it necessary or desirable to take action to prevent the emergency, to reduce, control or mitigate its effects.
- (iii) The service(s) would be unable to take that action without changing the deployment of resources or acquiring additional resources.

Normal Status	Enhanced Status	Declared Status
Alert: Incident is being managed within normal operating practices Notification is for information only and no direct request for assistance received or required from another Council service or external agency	Alert: A significant incident is imminent or in progress and a co-ordinated corporate / multi-agency response is required; any of the following criteria apply: • Request for assistance received • Multiple services / Resources / Responder organisations required or affected • Response required exceeds or is expected to exceed normal operating practices • Employees / resources to be placed on standby or deployed • Overview required by Contingency Planning Officer • Executive level officer should be briefed	Alert: A major incident has been declared by the Council or another Category One Responder (typically the Police) and a co-ordinated corporate / multi agency response is required *A major incident is an event which, by virtue of the scale of its actual or potential impact, demands the immediate implementation of co-ordination arrangements by the Council, the emergency services or other Category One and Two Responders

Incidents which meet the criteria of **Enhanced** or **Declared Status** will require a co-ordinated corporate / multi agency response.

2.3 Incident Response

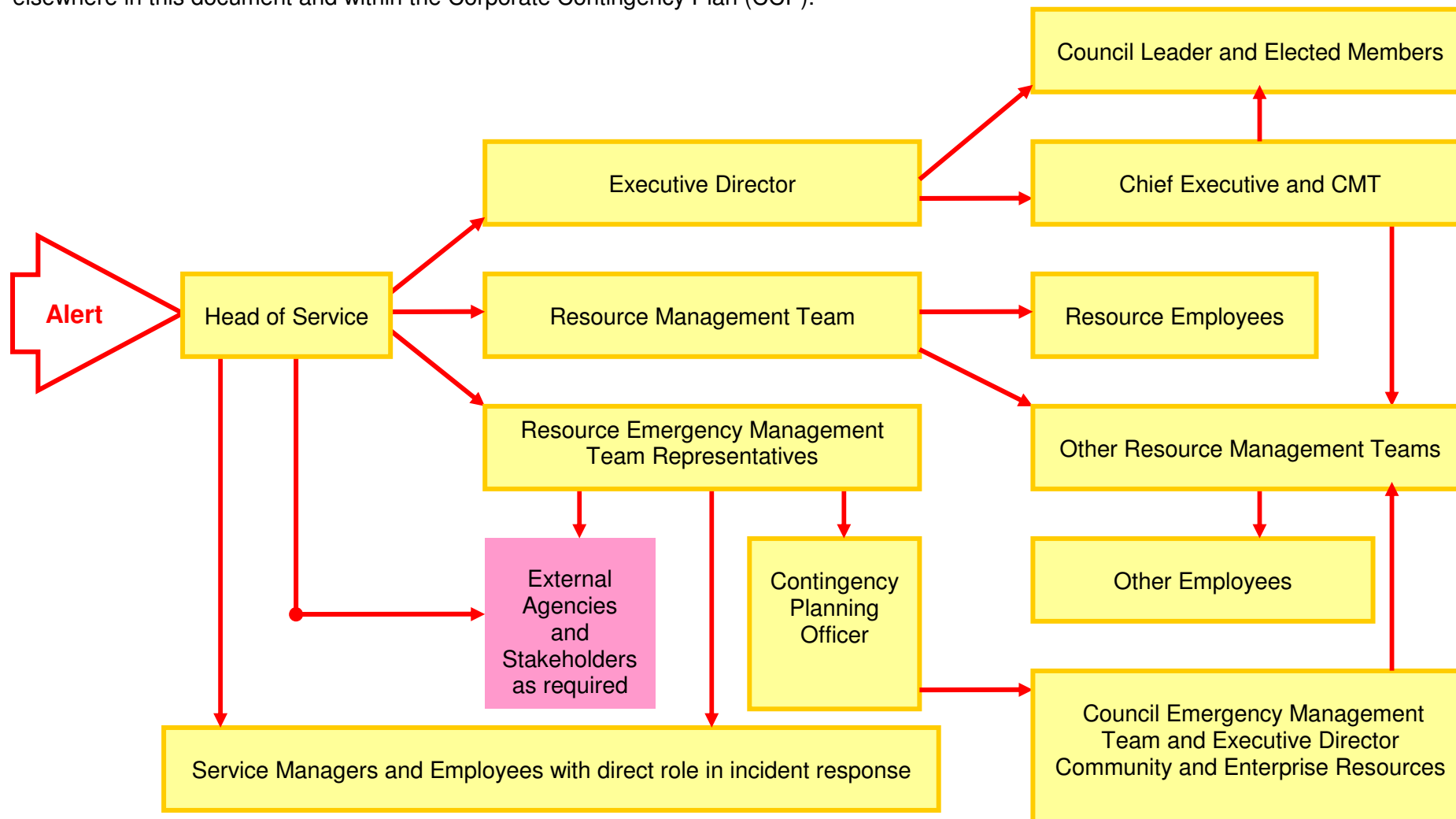
Having determined (or been advised of) the appropriate response level the Head of Service or nominated depute will initiate the following actions as necessary:

Normal Status	Enhanced Status	Declared Status
Normal Status Response: • Record notification • Operational response no further action required	Enhanced Status Response: • Record notification • Invoke Business Continuity Plan as necessary • Initiate information cascade to stakeholders including external agencies • Brief, consult and if necessary convene / chair meeting of service managers • Brief Executive Director • Maintain an action log	Declared Status Response: • Actions as per Enhanced Status

Incidents which meet the criteria of Enhanced or Declared Status will require a co-ordinated corporate / multi agency response.

2.3.1 Information Cascade

The following diagram illustrates the information cascade the Head of Service or their nominated depute will initiate where incidents meet the criteria of **Enhanced** or **Declared** Status. Colleagues will then undertake actions appropriate to their roles and responsibilities as defined elsewhere in this document and within the Corporate Contingency Plan (CCP).



2.4 Roles and Responsibilities

In responding to an incident impacting upon business continuity the service's key objectives are to:

- Maintain the continuity of services at a pre-determined minimum (baseline) level
- Safeguard the health, safety and welfare of employees and service users
- Protect Council assets
- Manage the phased restoration of normal operations
- Promote information sharing and co-ordination of effort across Council services and partner agencies

In addressing these issues the service will assess and anticipate any negative impact upon the following areas and take appropriate intervening action:

What's affected?	What's the consequence?	What action will be taken?
People • Employees • Service Users • Others		
Accommodation		
Utilities		
Supply Chains		
Communication and Information Technology Systems		
Other Resources, e.g. information		

2.4.1 Head of Service

In responding to an incident impacting upon the continuity of services the Head of Service will:

Immediate	Action
(i)	Assess incident alert
(ii)	Initiate information cascade
(iii)	Observe the service's key objectives
(iv)	Assess and anticipate any negative impact upon: • People • Accommodation • Utilities • Supply Chains • Communication and Information Technology Systems • Other Resources, e.g. machinery and information
(v)	Decide and initiate appropriate action, mindful of each service area's minimum baseline level of operation
(vi)	Maintain an action log and record costs
Medium Term	Action
(i)	Observe the service's key objectives
(ii)	Maintain information exchange with all stakeholders
(iii)	Monitor and manage the availability of: • People • Accommodation • Utilities • Supply Chains • Communication and Information Technology Systems • Other Resources, e.g. machinery and information
(iv)	Maintain each service area's minimum baseline level of operation
(v)	Review service area priorities
(vi)	Draft strategy to return to normal working
(vii)	Assess outstanding work and key diary / project dates
(viii)	Maintain an action log and record costs
Long Term	Action
(i)	Observe the service's key objectives
(ii)	Maintain information exchange with all stakeholders
(iii)	Implement strategy to return to normal working in respect of: • People • Accommodation • Utilities • Supply Chains • Communication and Information Technology Systems • Other Resources, e.g. machinery and information
(iv)	Review service area priorities
(v)	Recognise efforts of employees and any inconvenience to service users
(vi)	Address outstanding work and key diary / project dates
(vii)	Maintain an action log and record costs
(viii)	Lead service areas' incident debrief and revision of business continuity plans

2.4.2 Service Managers

In responding to an incident impacting upon the continuity of services Service Managers will:

Immediate Action	
(i)	Draw Head of Service's attention to any incident likely to impact upon the service
(ii)	Initiate information cascade
(iii)	Observe the service's key response objectives
(iv)	Assess, anticipate and advise any negative impact upon: • People • Accommodation • Utilities • Supply Chains • Communication and Information Technology Systems • Other Resources, e.g. machinery and information
(v)	Implement appropriate action, mindful of the service area's minimum baseline level of operation
(vi)	Maintain an action log and record costs
Medium Term Action	
(i)	Observe the service's key response objectives
(ii)	Maintain information exchange with all stakeholders
(iii)	Monitor, manage and advise availability of: • People • Accommodation • Utilities • Supply Chains • Communication and Information Technology Systems • Other Resources, e.g. machinery and information
(iv)	Maintain the service area's minimum baseline level of operation
(v)	Review and advise Head of Service of the service area's priorities
(vi)	Draft strategy to return to normal working
(vii)	Assess outstanding work and key diary / project dates
(viii)	Maintain an action log and record costs
Long Term Action	
(i)	Observe the service's key response objectives
(ii)	Maintain information exchange with all stakeholders
(iii)	Implement strategy to return to normal working in respect of: • People • Accommodation • Utilities • Supply Chains • Communication and Information Technology Systems • Other Resources, e.g. machinery and information
(iv)	Advise service area priorities to Head of Service
(v)	Recognise efforts of employees and any inconvenience to service users
(vi)	Address outstanding work and key diary / project dates
(vii)	Maintain an action log and record costs
(viii)	Participate in the service area's incident debrief and revision of business continuity plans

2.4.3 Other Employees

In responding to an incident impacting upon the continuity of services employees will:

Immediate Action	
(i)	Draw line manager's attention to any incident likely to impact upon the service
(ii)	Follow line manager's instruction
(iii)	Observe the service's key response objectives
(iv)	Anticipate and advise line manager of negative impact upon: • People • Accommodation • Utilities • Supply Chains • Communication and Information Technology Systems • Other Resources, e.g. machinery and information
(v)	Implement appropriate action, mindful of the service area's minimum baseline level of operation
(vi)	Maintain an action log and record costs
Medium Term Action	
(i)	Observe the service's key response objectives
(ii)	Maintain information exchange with all stakeholders
(iii)	Monitor, manage and advise line manager re availability of: • People • Accommodation • Utilities • Supply Chains • Communication and Information Technology Systems • Other Resources, e.g. machinery and information
(iv)	Support efforts to maintain the service area's minimum baseline level of operation
(v)	Review and advise line manager of priorities
(vi)	Follow line manager's instruction in return to normal working
(vii)	Assess outstanding work and advise line manager of any key diary / project dates
(viii)	Maintain an action log and record costs
Long Term Action	
(i)	Observe the service's key response objectives
(ii)	Maintain information exchange with all stakeholders
(iii)	Support strategy to return to normal working in respect of: • People • Accommodation • Utilities • Supply Chains • Communication and Information Technology Systems • Other Resources, e.g. machinery and information
(iv)	Review and advise line manager of priorities
(v)	Address outstanding work and key diary / project dates
(vi)	Maintain an action log and record costs
(vii)	Participate in the service area's incident debrief and revision of business continuity plans

3 Record Keeping

Each individual involved in the response to an emergency should record their activities in an operational log. This will:

- Serve as a true record of events
- Act as a personal Aide Memoir
- Assist decision making
- Facilitate hand over of responsibility
- Aid the compilation of post incident reports
- Be available for reference during subsequent debrief or inquiry

An incident log should accurately record any events including details of or reference to any communication, written or verbal, together with details of decisions made and actions taken.

Entries to the log should be made in chronological order with the time (use the 24 hour clock) and event sequence number (1, 2, 3, and so on) placed against each new additional entry.

All entries should be made in ink to form a permanent record.

The information contained in incident logs will inform the preparation of reports to strategic management and may also be scrutinised in any subsequent inquiry, criminal investigation or civil action.

4 Return to Normality

There are no hard and fast rules or definitive timeline but inevitably there will come a point in time where acute emergency response efforts will give way to longer term recovery efforts.

The restoration of normal operations is a key response objective common to all services. In time, those services affected by the incident will gain a sense that as far as is possible normality has been restored.

For Council services this will mean that:

- (i) The incident no longer obstructs the service in the performance of its functions.
- (ii) Services no longer consider it necessary or desirable to take action to prevent the emergency, to reduce, control or mitigate its effects.
- (iii) Services no longer need to change the deployment of resources or acquire additional resources.

Satisfying these aspects would infer that the incident has been stabilised and a sense of normality has been returned.

5 Review

Following emergencies it is important to review individual and collective actions in order to identify learning points, determine the effectiveness of plans and highlight any gaps in capability.

5.1 Post Incident Debriefing

The Contingency Planning Officer will provide advice and support to Heads of Service on debriefing and will lead any corporate debriefing; ensuring Resources share their experiences and implement necessary changes to the Council's contingency planning arrangements.

Heads of Service and Emergency Management Team members will ensure that employees involved at all levels of the response are debriefed.

Lessons identified in the course of debriefing will be categorised into those that will be addressed at service or Resource level and those which require to be addressed at a corporate level.

5.2 Post Incident Inquiries and Investigations

Some type of formal inquiry or investigation may follow any major emergency and the Council could be called upon to provide the following items for inspection by the appropriate authority:

- Plans
- Evidence of the planning process
- Minutes of meetings
- Incident report forms, operational logs and email records
- Exercise, test, amendment records and debrief reports
- Details of training records

In the event of any post-incident inquiry or investigation the Chief Executive and Resource Executive Director will ensure that employees involved are afforded appropriate support.

5.3 Cost Recovery

In responding to emergencies Resources will inevitably incur additional unbudgeted expense. Heads of Service, Emergency Management Team members and service managers will record any costs attributable to emergency response with a view that expenditure might be recoverable at a later date through insurance, recharge or Bellwin Scheme claim (see Corporate Contingency Plan for further details).