

Welcome

“Are you ready for anything?”

Business Continuity Conference

Alan Morris

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Supporting Social Care Providers in Surrey



Housekeeping

Fire alarms and
exits



Toilets

Questions



Mobile Phones



SURREY

Aim

To raise awareness of the risks which could impact your normal business activities including Brexit and provide advice on the simple steps which your organisation could take to develop and/or build upon your own Business Continuity arrangements.



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Objectives

As a result of this conference you will be able to:

- Identify potential risks which may affect your normal business activities
- Understand why you should have business continuity arrangements
- Create an action plan of changes/ additions needed to your own business continuity plans



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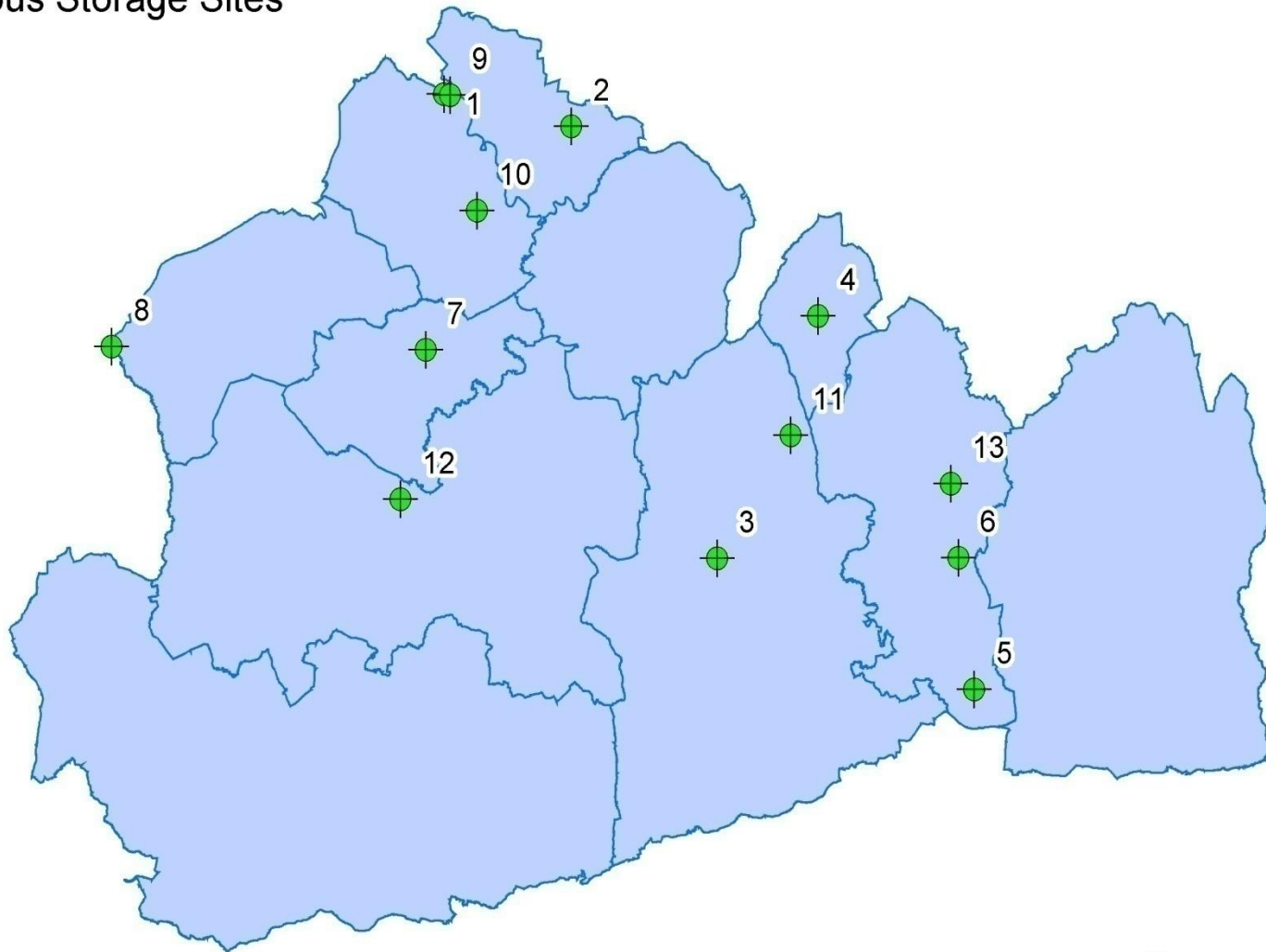
Introduction to business continuity



SURREY

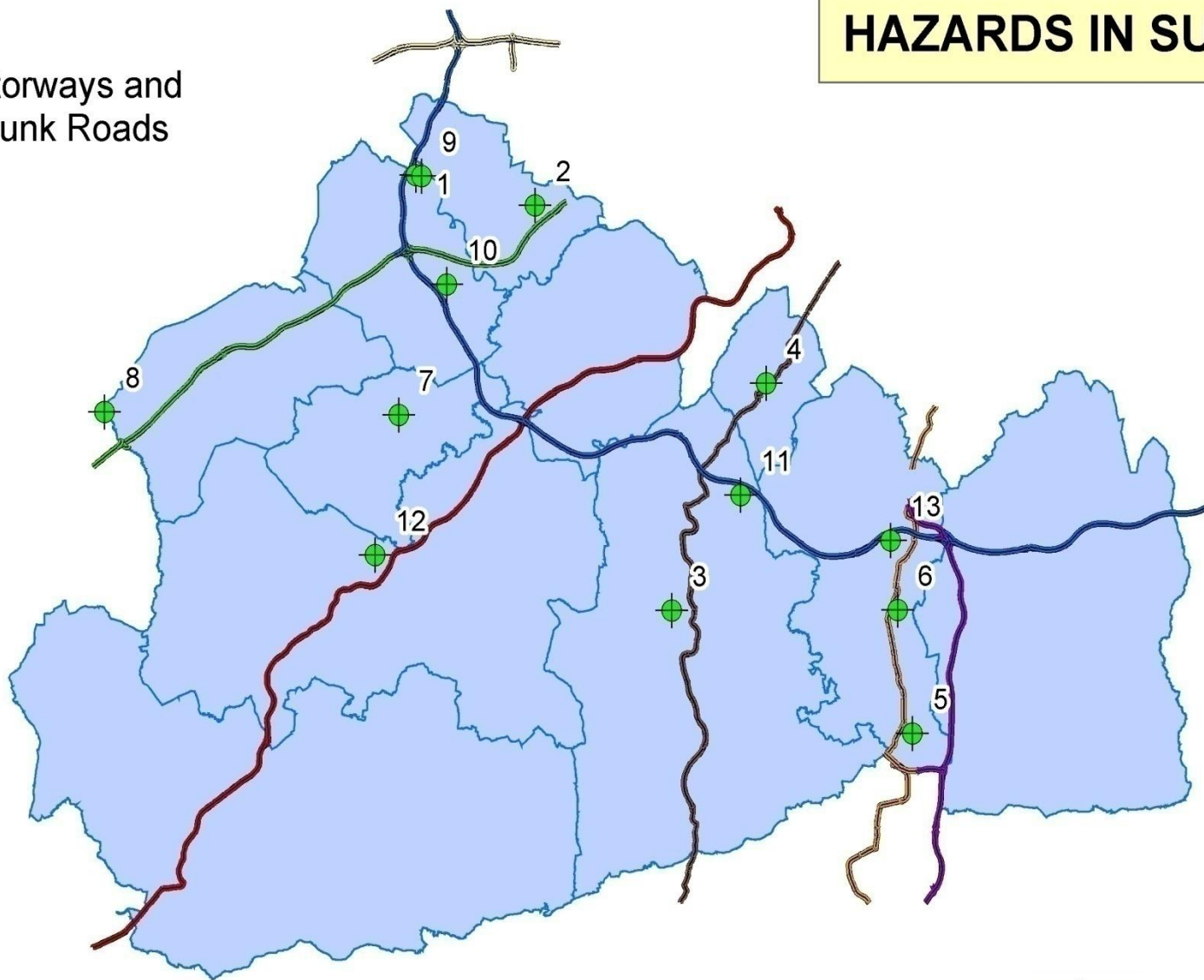
HAZARDS IN SURREY

Hazardous Storage Sites



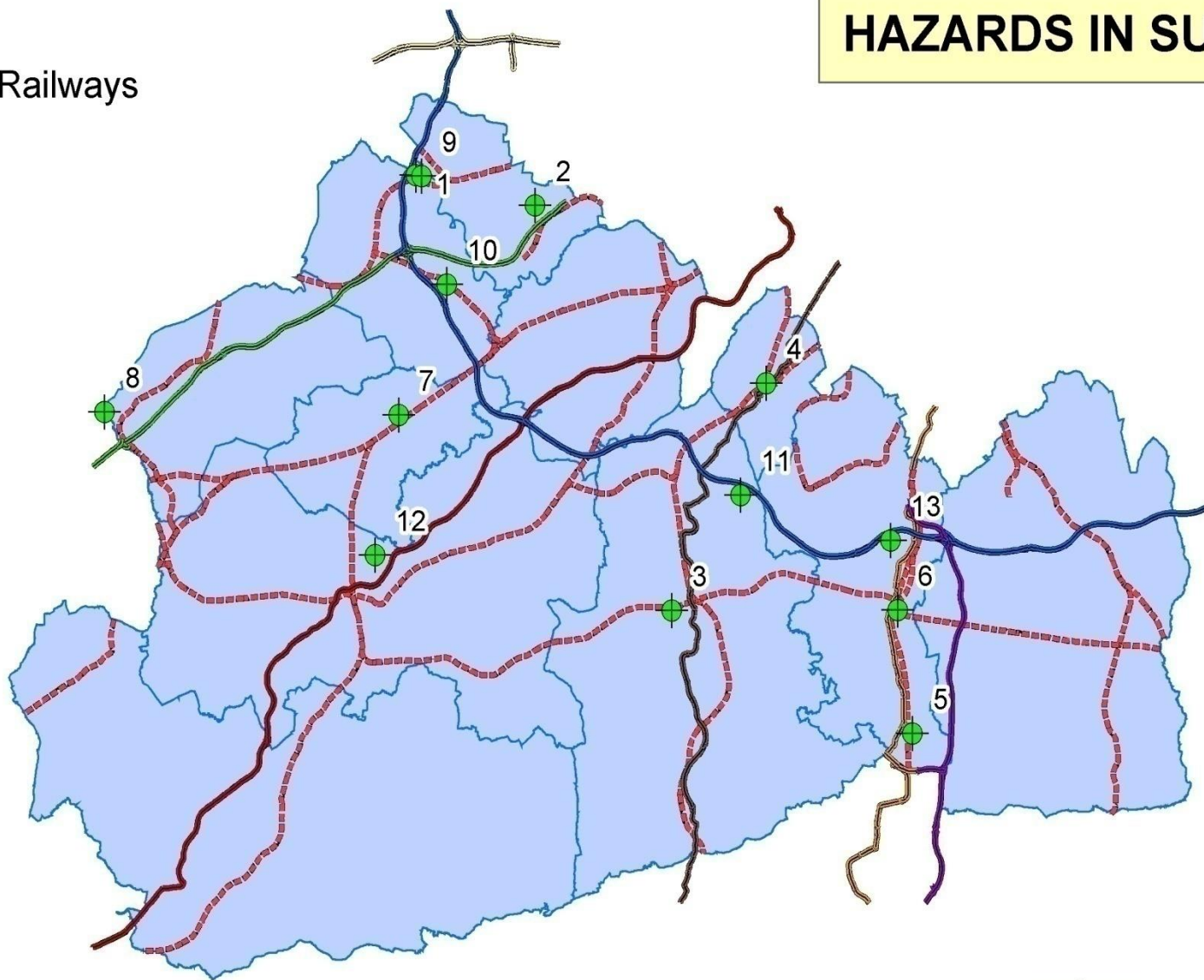
HAZARDS IN SURREY

Motorways and
Trunk Roads



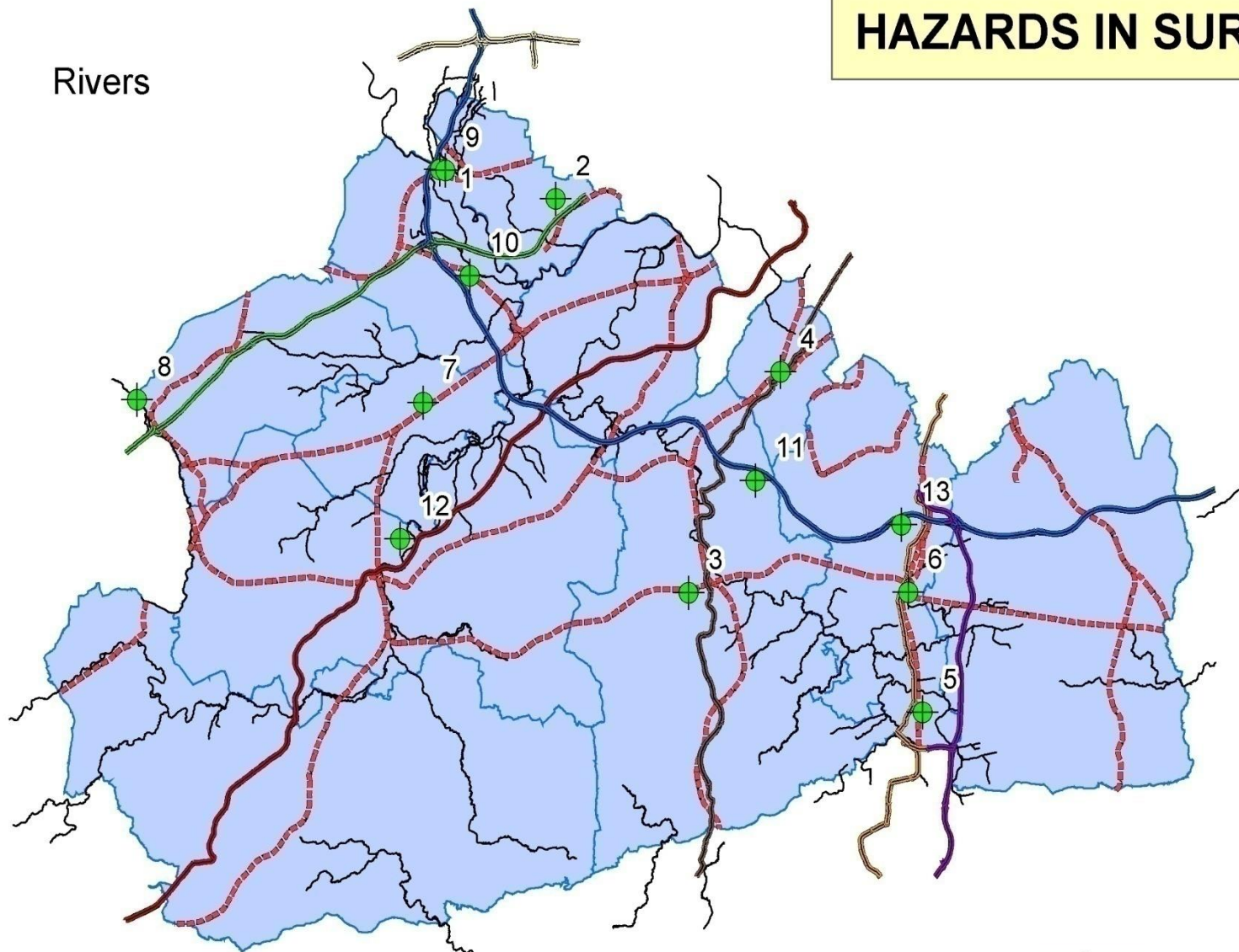
HAZARDS IN SURREY

Railways



HAZARDS IN SURREY

Rivers



**Do you know if your
premises are at risk
of flooding?**



SURREY

Between
00:00 Mon 30 Apr 2018 and
23:59 Mon 30 Apr 2018

Heavy rain and strong winds will affect many southeastern areas of England today.

What to expect

- Spray and flooding is likely to result in difficult driving conditions and possible some road closures, as well as delays or cancellations to train and bus services
- Homes and businesses could be flooded, causing damage to some buildings
- Power cuts may occur, with the potential to affect other services
- Some damage to trees and other structures may occur
- Some roads and bridges may close

ue to affect southeastern parts
 is evening. Accumulations of 20-
 with 60-70 mm possible in
 or parts of Kent where 30-
 n in places.

kely with gusts of 45 mph inland,
 mph along exposed coasts in
 min from an unusual (northerly)
 the likelihood of wind-related
 e winds will also lead to large
 overtopping around some coasts.



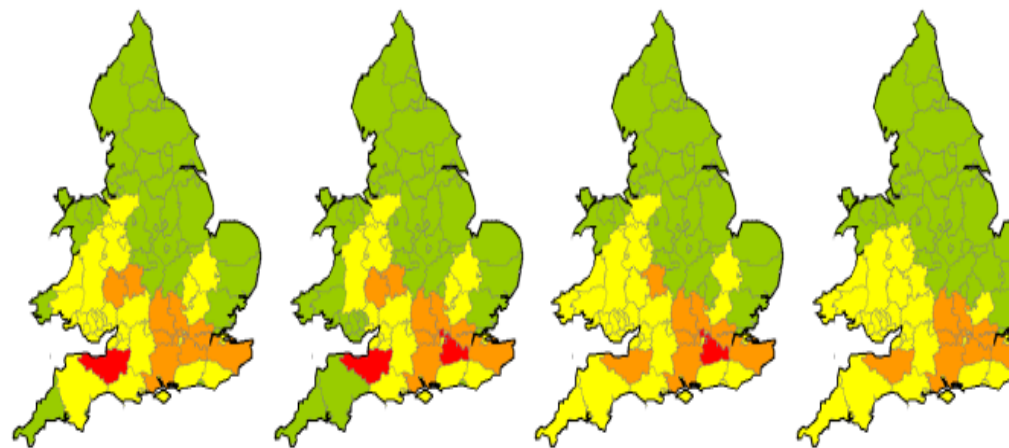
✓ Very low likelihood of medium impacts

FLOODFORECAST

a working partnership

Flood Guidance Statement 21:00hrs Sunday 09 February 20

Our assessment of daily flood risk for England and Wales, working with flood forecasting teams in the Natural Resources Wales, is below.



21:00 - 23:59hrs

Sunday

09 February 2014

Monday

10 February 2014

Tuesday

11 February 2014

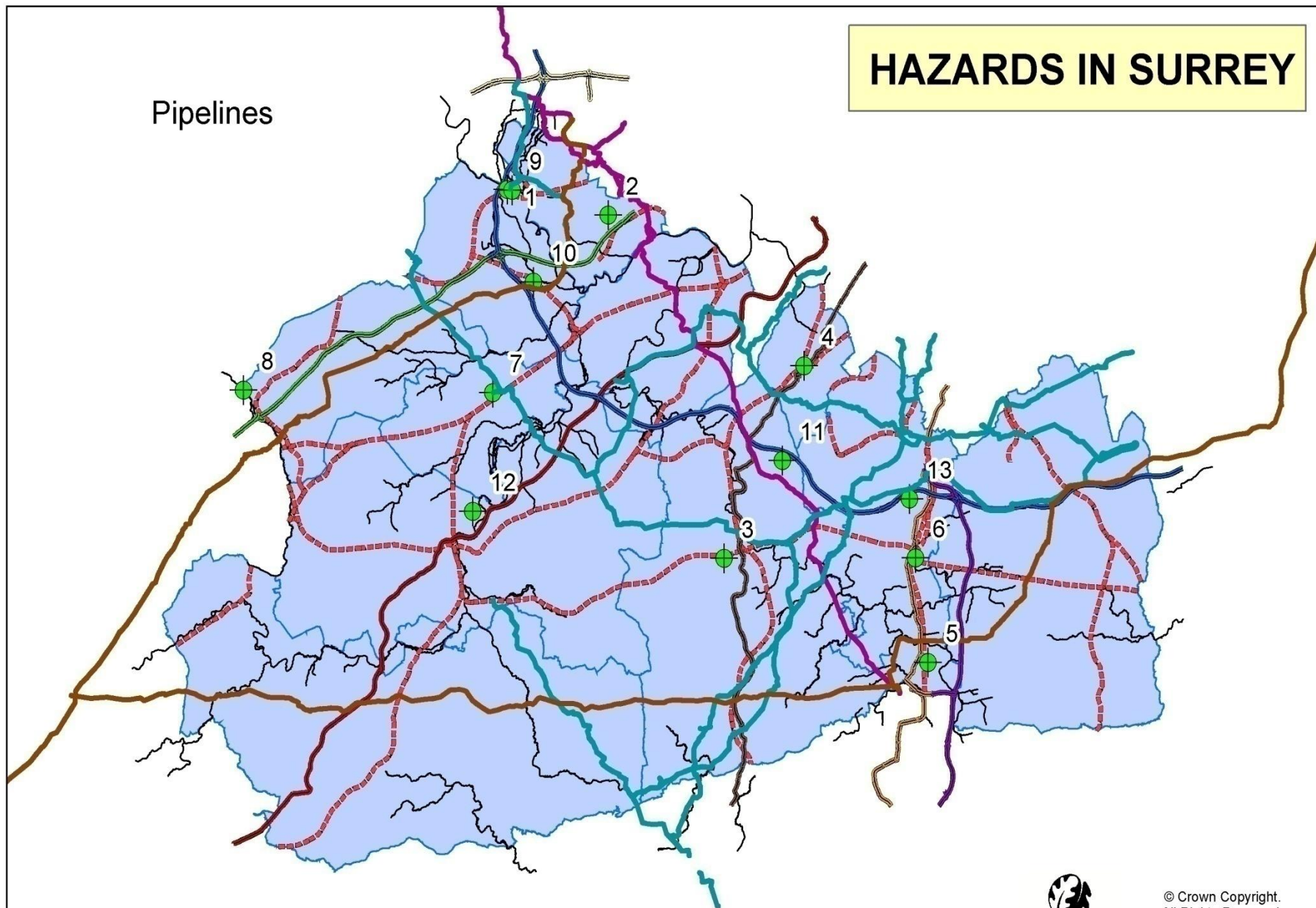
Wednesday

12 February 2014

HIGH flood risk for Windsor and Maidenhead and Surrey for Monday and Tuesday. **MEDIUM** flood risk on the Somerset Levels today and tomorrow. **MEDIUM** flood risk from on groundwater flooding across much of southern England throughout the five day period. **LOW** flood risk for Worcestershire and Herefordshire along the rivers Severn, Tem and tomorrow and in Worcestershire on Tuesday.

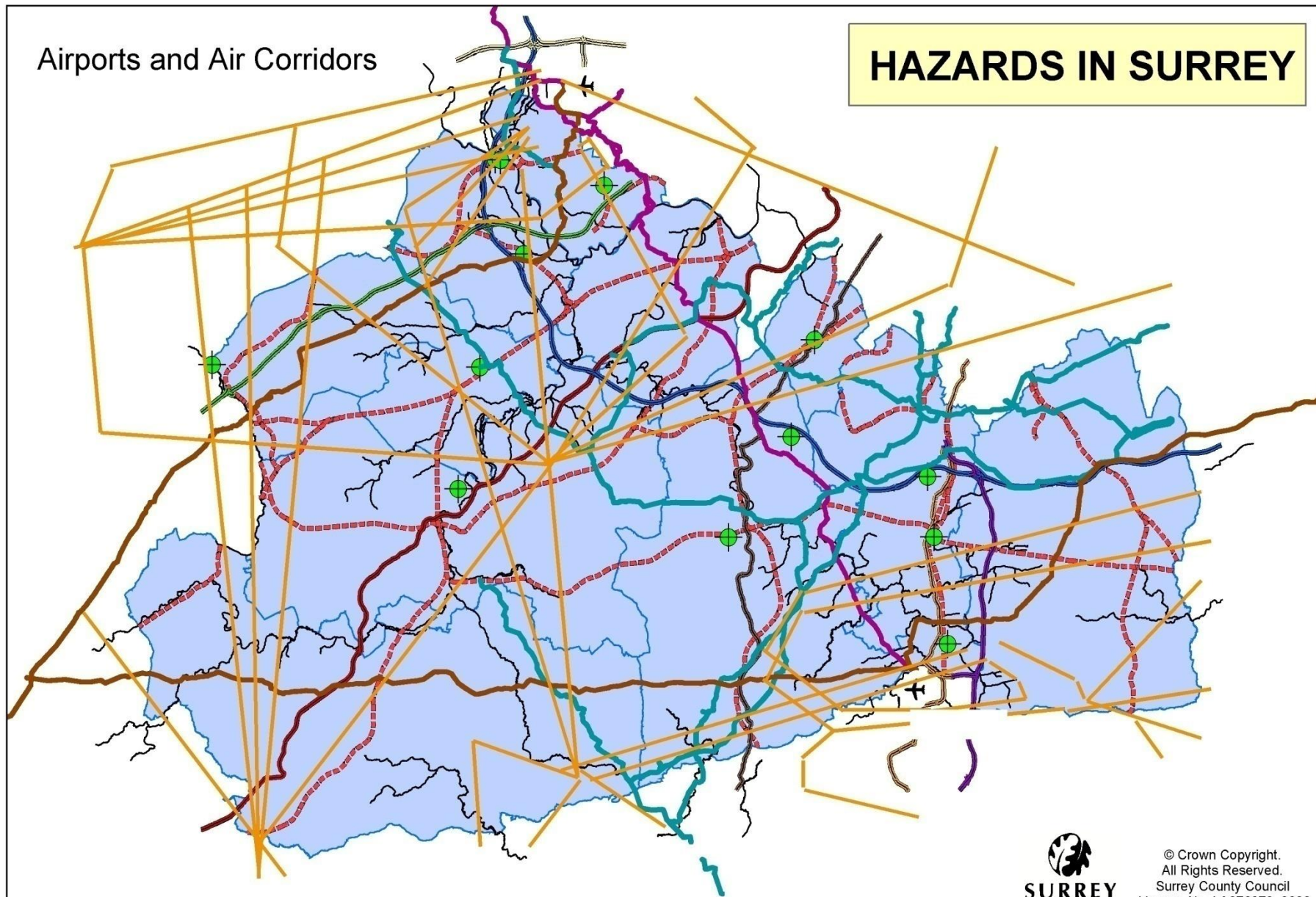
HAZARDS IN SURREY

Pipelines



Airports and Air Corridors

HAZARDS IN SURREY



Surrey wakes up to flooding and thunderstorms

Properties in Walton and Woking were badly hit by the floods as well as Portsmouth Road between Godalming and Milford

[A night of heavy rain, thunderstorms and lightning](#) left Surrey in chaos on Friday morning

The county experienced torrential rain and bolts of lightning which lit up the sky on Thursday night and Friday morning.

[The Met Office had issued a yellow warning of rain for the whole of the south-east](#) upgraded to amber shortly before 10pm on Thursday night and [there were five flood warnings in Surrey](#).

Lightning bolts were captured by residents in [Frimley](#), [Ash](#), [Camberley](#) and [Guildford](#). [Incredible drone footage was taken by Elevate/Surrey Social Media](#), showing a series of strikes on Thursday night.

Excess surface water caused roads, properties and shops to flood, [including the A310 between Godalming and Milford which was not passable](#).

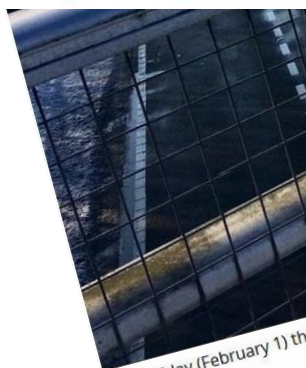
UK floods: Families rescued as Thames floods Surrey

🕒 12 February 2014

[f](#) [m](#) [t](#) [e](#) [Share](#)



Surrey firefighters have rescued 538 people since Sunday



On Friday (February 1) the

There was stationary traffic that was "hardly moving" on the road.

It took some comm

[A large fire has ripped through Weymouth](#)

Fire crews were called to the blaze at the centre, which is only open during the daytime, late on Thursday.

People living near the scene of the fire had been evacuated for safety reasons and offered refuge inside the centre.

The centre has been severely damaged and its future, the NHS said.

Images shared on social media show the medical centre engulfed in flames.

There were also reports of several explosions.

Surrey Fire and Rescue Service said the blaze started on the platforms and three water carriers at the scene at the height of the blaze.

About 1,000 homes have flooded near the River Thames in Surrey and about 600 properties have been evacuated, Surrey Police said.

More than 100 houses were cleared overnight into Wednesday.

Fourteen severe flood warnings remain in place along the Thames in Surrey and Berkshire, with river levels expected to remain high for the next few days.

Surrey fire service said it had rescued 250 people on Wednesday and carried out more than 850 rescues since Sunday.

UK winter floods

River dredging 'to start in March'

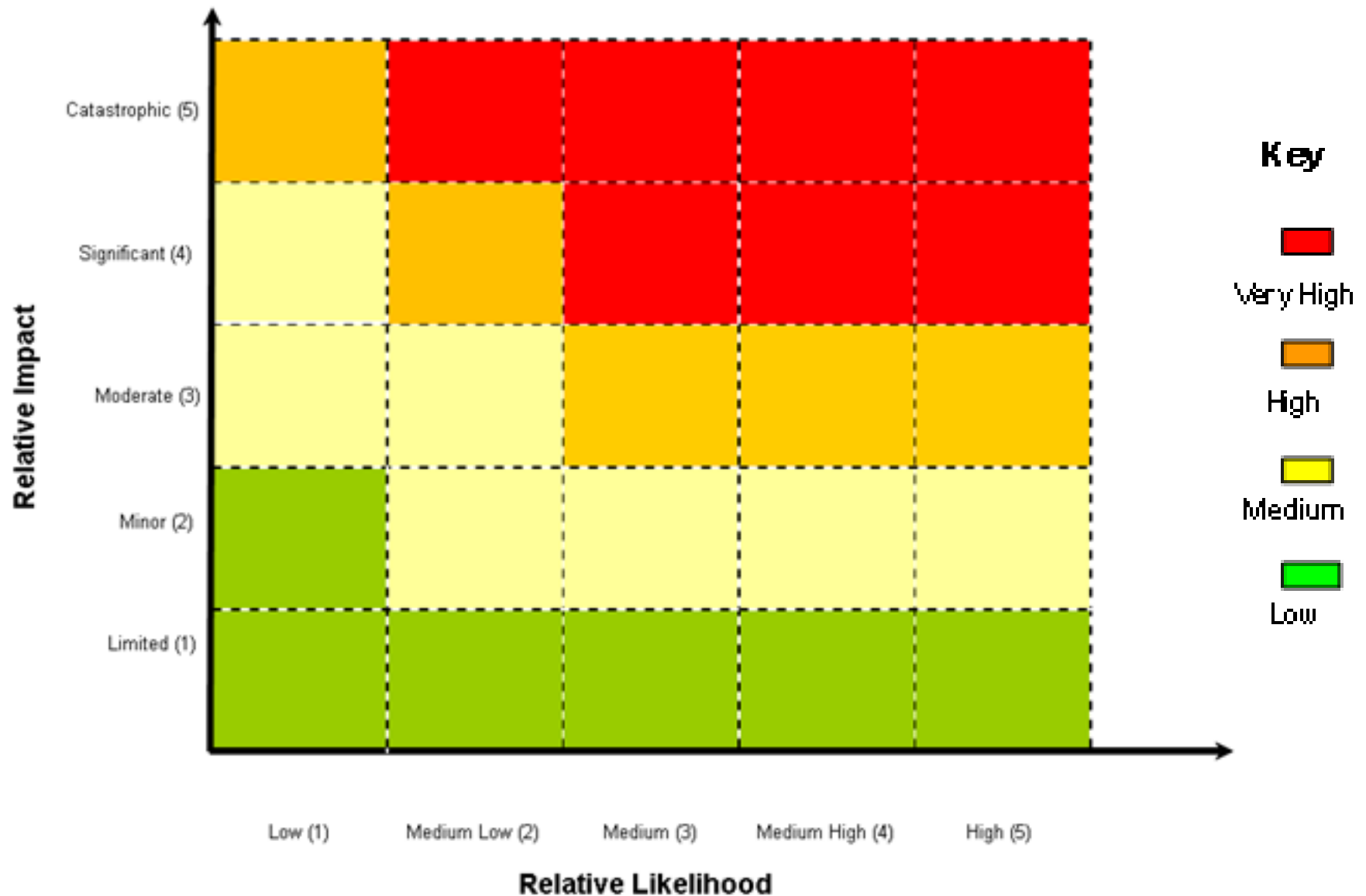
Flood grants scheme starts in April

Do you live in a flood risk area?

Flooding and storms: How to make an insurance claim

roads in

Surrey's Key Risks





3. Human Pandemic

Other high risks include:

Severe weather

Transport incidents

Power, water or water outages



Ride London-Surrey

Managed Access Workshops

Thursday 20th June 14:00-16:00 NMIC at Leatherhead

Aim:

To give providers an overview of the impact of the Ride London Surrey event and address any access issues

Objectives:

- Provide an overview of the event
- Introduce the event organisers
- Ensure providers have the necessary information to plan access and details of how to get further assistance if required
- Discuss any access issues

Surrey Local Resilience Forum BREXIT Planning



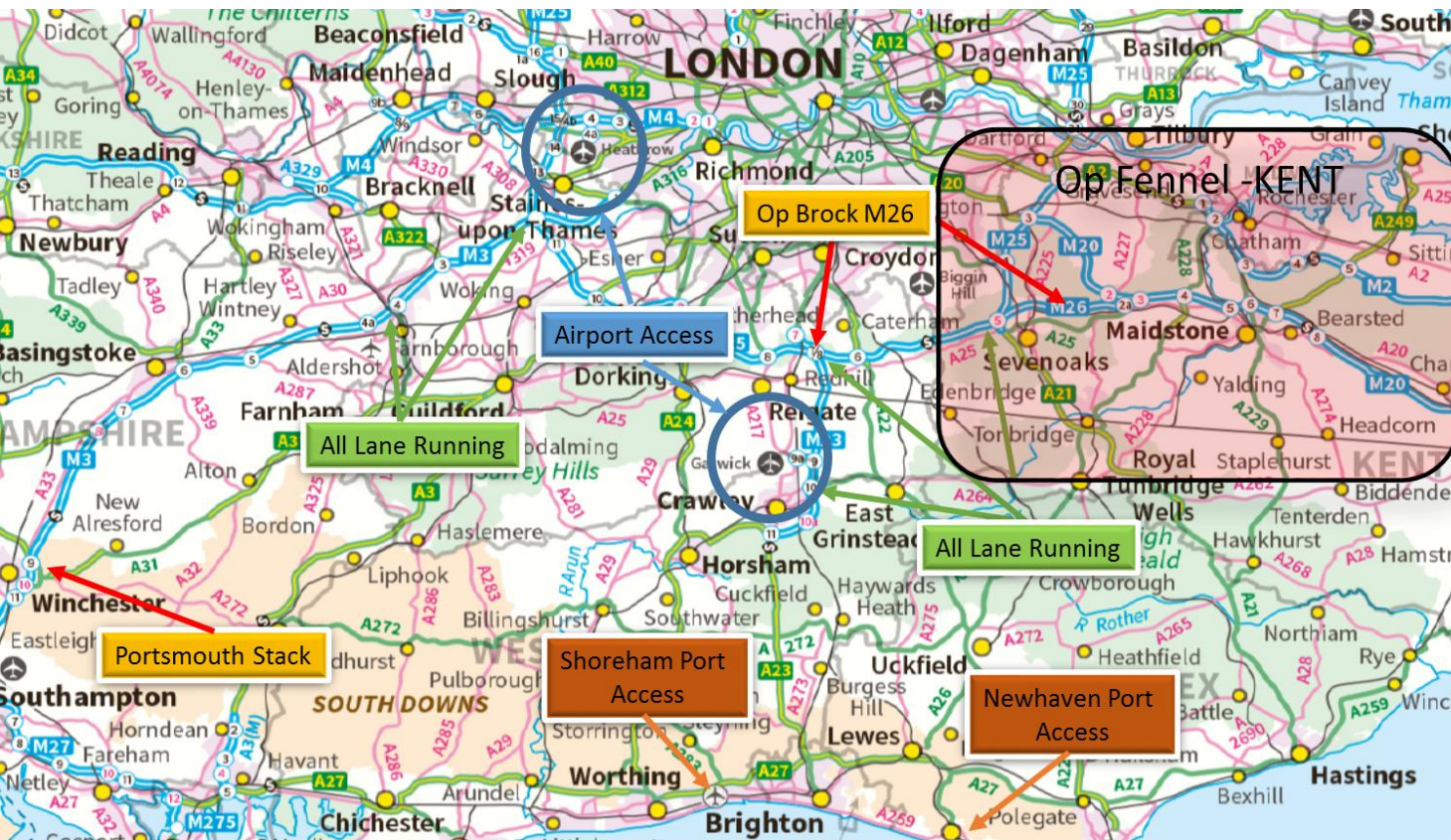
Surrey's
Local Resilience
Forum



SURREY

What is the situation? (03-03-2019)

- Britain is currently due to formally leave the European Union (EU) on Friday 29 March 2019. The government has negotiated a draft withdrawal agreement with the EU. In order to finalise the agreement before the UK's formal withdrawal (confirming a Brexit 'Deal'), the government must receive approval from the UK Parliament.
- Brexit, in both a 'Deal' or 'No Deal' scenario, presents an array of potential possibilities, implications and uncertainties. Surrey Local Resilience Forum (SLRF) Partners have a statutory obligation to deliver key public services and a role to support residents, communities and organisations as the relationship between the UK and EU changes and develops.
- SLRF Partnership preparations are primarily coordinated by Surrey County Council's (SCC) Emergency Management Team (EMT) on behalf of the Local Resilience Forum. They lead on the immediate and short term planning for all Brexit eventualities, aiming to ensure the necessary mitigating plans and preparations are in place by the time Britain formally withdraws from the EU.
- Government Departments are providing SLRF Partners with Brexit preparedness checklists. These checklists inform individual partner Business Continuity arrangements.
- The SLRF was directed to plan for the worst responsible case scenarios for a no-deal BREXIT and has reviewed community risks to provide a framework to present the partnership preparations. This includes the key risks within the respective key areas and the mitigating actions the SLRF has, or will, undertake.



So What?

Kent – OP Fennel
(Op Brock M26)

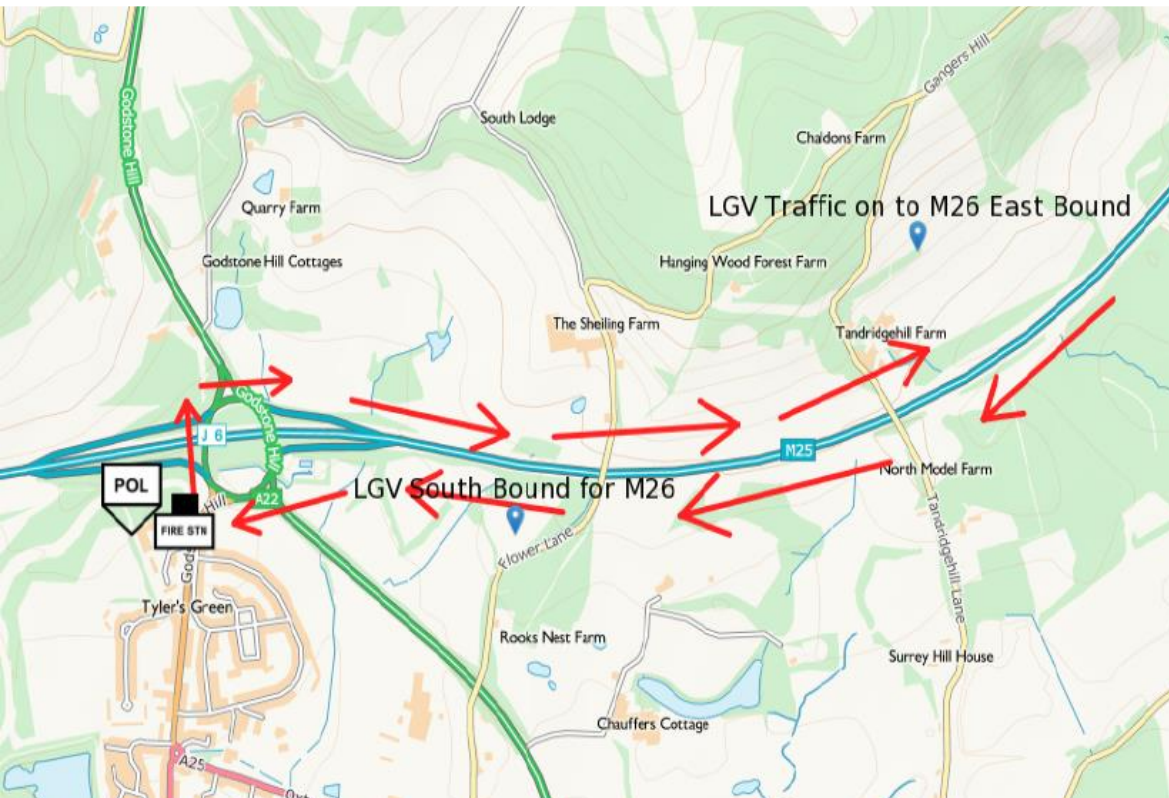
Heathrow
Freight

SRN All Lane
running

HLRF – Op
Transmission

Sussex Channel
Ports (No Actions for
Surrey)

General difficulties in gaining information
Emergency Response Supporting or Verses a Political Pressure
Need to control sensitive information against the requirement to warning and inform
Significant resource demands on all partners to report and support national/regional
arrangements



Op Brock M26 (Surrey) Worst Reasonable Case

Freight from Dartford Crossing will be signed to M25 Junction 6 to turn back and enter M26 Op Brock in a westerly direction

Significant impact of traffic flows on M25 impacting on commuter and airport access through M25 Junction 6

Significant impact on Traffic flows on roads around Junction 6 impacting on Emergency and Critical Service access to communities

Prolonged disruption for local residents

Difficulty in accessing incidents on M25 Junction 5-7 and M23 due to All Lane Running

So What

Task – Review Highway Welfare Plans for SRN with no Hard Shoulder

Task – Complete Community Impact assessment for service and residents in area

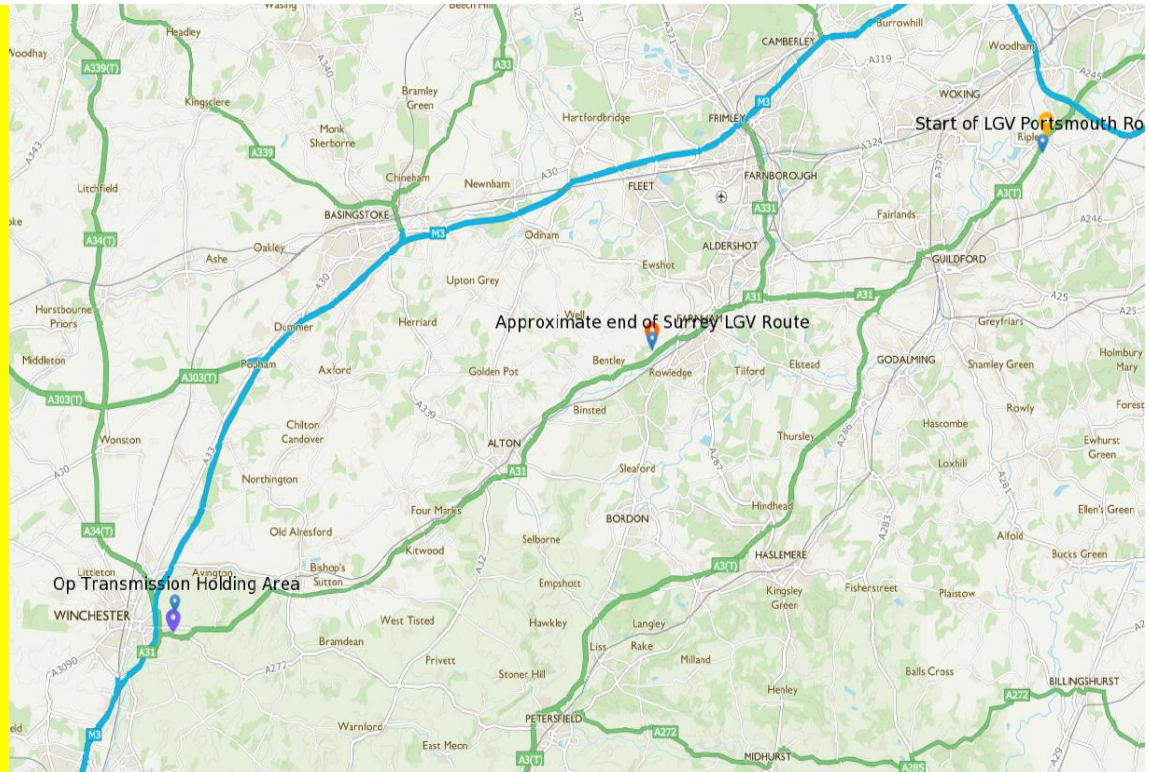
Information required – DFT/HE Traffic Management Plans for Junction 6

Information required – Worst case traffic flows from DFT

Information required – HE contractor risk assessments

Op Transmission Worst Reasonable Case

Holding area at A31 Winchester
needed to hold traffic ahead of
entry to Portsmouth Traffic
management
Signs for Portsmouth bound LGV
traffic on A3 will direct across
Hogs Back to A31

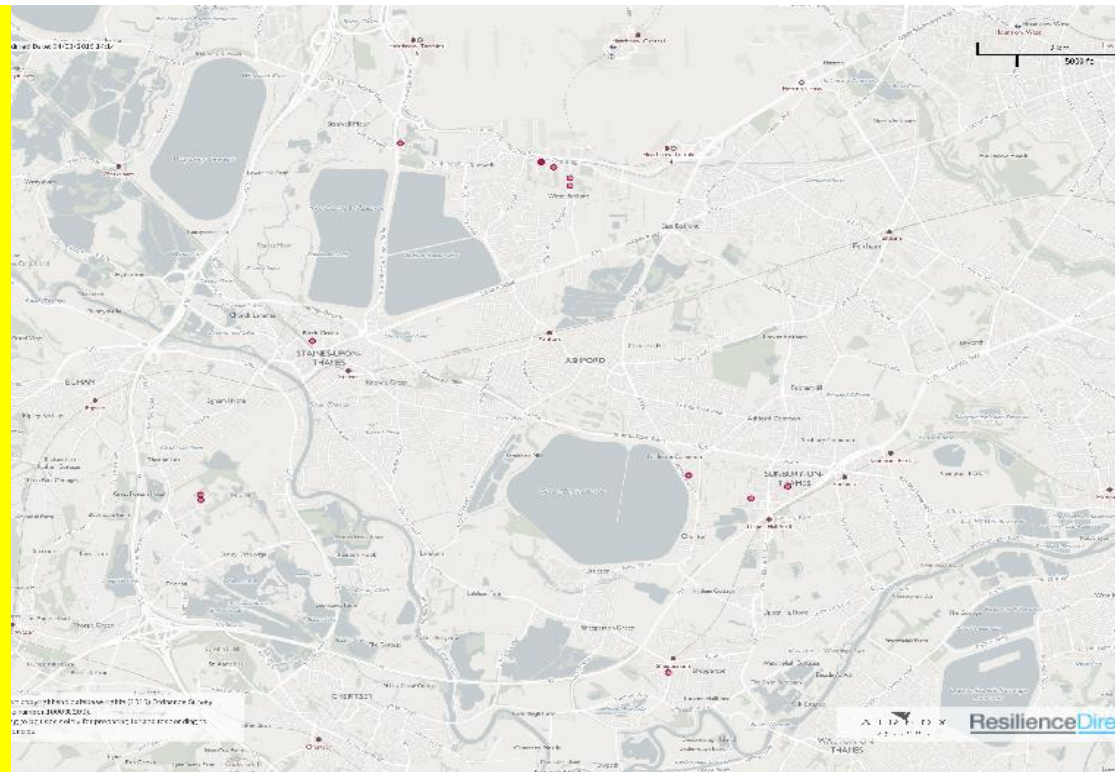


Task – Hants Highways to Liaise with SCC Highways for
agreement on Signs

Task – HLRF and SLRF to remain in contact for continued
Liaison regards Op Transmission

Worst Reasonable Case

Heathrow Freight plan activated for downstream from Freight sheds
Met Police request that incoming Freight to the Freight Sheds hold at local services and HGV laybys
These areas are already at capacity at times as BAU
Disruption to local Road network, with impacts on SRN



So What

Task- maintain liaison with London and Met Police, (they will action contingency off airport)

Information required – Worst reasonable case assessment of freight movements, upstream of freight sheds

Risk and Capability BREXIT priorities

- H14 – Food Supply contamination
- H60 – High consequence dangerous goods / transport accident
- H24 – Emerging Infectious Diseases
- H25 – Major outbreak of exotic notifiable disease in animals (including birds)
- H37 – Influx of British Nationals

In addition the following areas are seen as risks, but are not referenced in the Surrey Community Risk Register;

- Loss of cover due to industrial action by workers providing a service critical to the preservation of life (such as emergency service workers)
- Local accident on motorways and major trunk roads
- Public Disorder
- Notifiable plant disease / Notifiable exotic invertebrate species
- Concurrent Incidents or Deliberate Operations (op Bridge)

Key Work Areas

Command and Control

- From discussions there is an expectation that Strategic Coordination Groups will be established in the week before 29 March and may run for up to six months
- Tactical Co-ordination may also be required during that phase
- There is likely Cabinet Office Briefing Room (COBRa) interest in impacts during the first week of disruption
- Command Control rotas will be required to cover the period from Friday 22 March until Friday 10 May (as a minimum and based on current information)
- Local Authorities should consider Recovery coordination and ensure that the resources are in place to support this

Human Aspects in an Emergency

- The SLRF Multi-Agency Response to Prolonged Trapped Traffic on County Roads will be reviewed and updated to ensure that it is fit for purpose within this scenario
- The Vulnerable People and Communities Plan will require a review in line with BREXIT risks and threats to include financially vulnerable residents

Business Continuity Plans

- Partners will need to ensure that they have resources to commit to the planning phase, yet still continue to deliver other critical services or plan for other risks
- Partners will need to ensure that they are able to support a prolonged response and have the capacity to respond to other incidents
- Partners will need to ensure that they have the capability to support the response and recovery phase and still deliver its most critical services

Current Daily Rhythm

Surrey Local Resilience Forum

- SLRF EXEC Telecon-Fortnightly (next 18-03-2019)
- SLRF Telecon Weekly

Civil Service lead

- Weekly reporting to COBRa
- Weekly Borders Delivery Group and C3 (HMIC and DEXEU)
- Fortnightly LRF Chairs (MHCLG RED)


NB – Emergency meeting called for 06-03-2019)

KENT

- Fortnightly OP Fennel Strategic Meeting

Brexit impact



- 
- How many staff do you have that are EU nationals that may be impacted, including in relation to professional qualifications?
 - Talk to your **critical suppliers** and check whether they have reviewed their business continuity and whether they source any products from Europe, as there may be delays at ports after BREXIT leading to delays in supplies being available. What are your critical supplies, where do they come from? Cleaning fluids, paper, ink, towels, etc.?
 - Is there any critical equipment that you use that often requires parts sourced from Europe?
 - Where do your staff travel from? There is likely to be disruption to the road network in Kent and other areas with ports of entry, so travel times from or through these areas may be difficult.

Brexit- Information

MHCLG advice to Local Government for Health and Social Care

- <https://www.gov.uk/government/publications/brexit-operational-readiness-guidance-for-the-health-and-social-care-system-in-england>
- <https://www.gov.uk/government/publications/commissioners-and-providers-of-social-care-brexit-planning-update>
- <https://www.gov.uk/government/publications/letter-to-the-health-and-care-sector-update-on-preparations-for-a-potential-no-deal-brexit>

Supply chains

- <https://www.gov.uk/government/publications/medical-devices-and-clinical-consumables-no-deal-brexit-preparation-plans-update>
- <https://www.gov.uk/government/publications/medicines-supply-no-deal-brexit-preparation-plans-update>

Data Management

- https://www.gov.uk/government/news/data-protection-and-brexit-is-your-organisation-prepared?utm_source=aee49dcd-76e2-4f0c-a06a-ada5763c4fc3&utm_medium=email&utm_campaign=govuk-notifications&utm_content=immediate

General Advice

- <https://www.gov.uk/guidance/local-government-brexit-preparedness>



SURREY

Business Continuity

**Why bother?
Video case study
on flooding**



Top tips...

- Have an **emergency grab bag** available that can be accessed by key staff - e.g. wind up torch, first aid kit, space blankets, mobile phone and wind up charger, high visibility vests for staff, clipboard, stationary, log book, your business continuity plan with key contact numbers
- Make sure your senior managers and staff have been trained in what to do if an evacuation is required and the initial priorities

Top tips...

- If it's safe to do so, turn off your gas and electricity if flooding is expected
- If you have to evacuate, assign a member of staff the role of securing the premises if it's safe to do so
- From your experience, consider if specific local roads are susceptible to flooding and should be avoided when planning your route

REMEMBER

15cm of moving water can knock you off your feet and only 0.6 metres of water can float a car

What does it do?

“...The key discipline that sits at the heart of building and improving the resilience of organizations.” (GDP 2018)

- Improving **resilience** of organisations
- Overall approach to **managing risks** and threats
- Identify **organisation's priorities** and prepares solutions
- Solution to disruptive threats
- Business Continuity is relevant and applicable to all industry sectors and organisations regardless of
 - size
 - complexity
 - type
 - location

Continued

- Help **protect welfare** of service users and customers
- Protect the **organisation's reputation**
- To **reduce possible financial implications** of service delivery failure
- Uphold statutory duties the council carries out
- To effectively **manage disruption**
- Meet stakeholder expectation

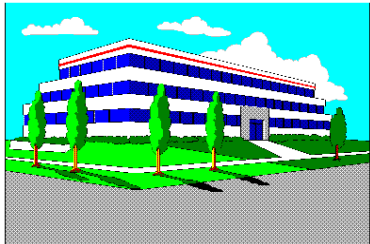
What is a BC Incident?



Utilities failure



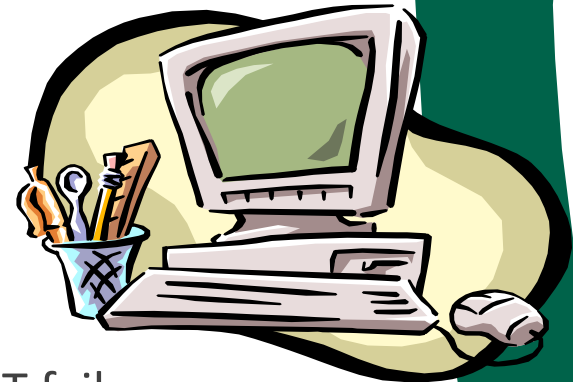
Human Error/
Operations Risk



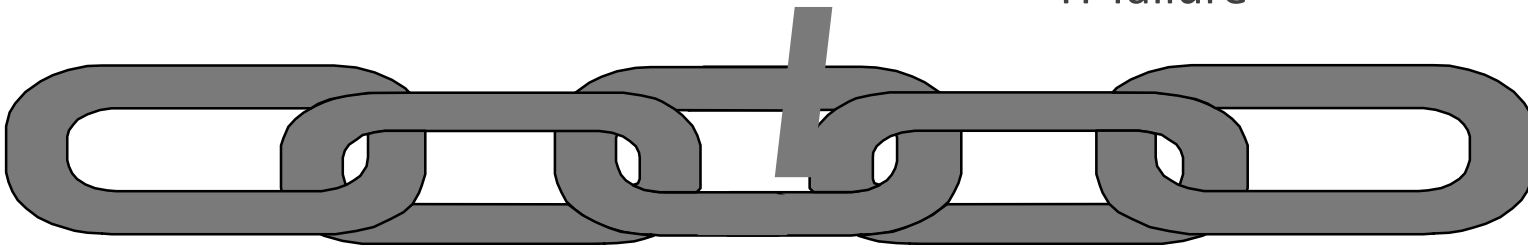
Facilities



Security Incidents



IT failure



Supply chain failure

South Oxfordshire Council Case Study

- Large fire – arson attack, involving gas canisters
- 400 staff are normally located at the council offices
- 2 district council's located in building



- BCP implemented
- Strategic Crisis Team met
- Focus on key services and suppliers
- Set up emergency phone line
- Use back up office location



BC Terminologies

- Assessment (Business Impact Analysis)
 - The process of analysing activities and the effect that a business disruption might have upon them.
- A plan (BC Plan)
 - Documented procedures that guide organizations to respond, recover, resume, and restore to a pre-defined level of operation following disruption.

Legal Requirements

- Civil Contingencies Act 2004 and Civil Contingencies Act 2004 (Contingency Planning) Regulations 2005
- ISO 22313:2012 and ISO 22301: 2012
- Health and Safety at Work etc. Act 1974

What legal and/or regulatory responsibilities for Business Continuity are for your organisation

Creating a Plan



SURREY

Stages of Business Continuity

Business Impact Analysis

Identifies the critical elements of the business, key risks and how soon and in what order the service needs to recover

Understanding your business

Business Continuity Plans

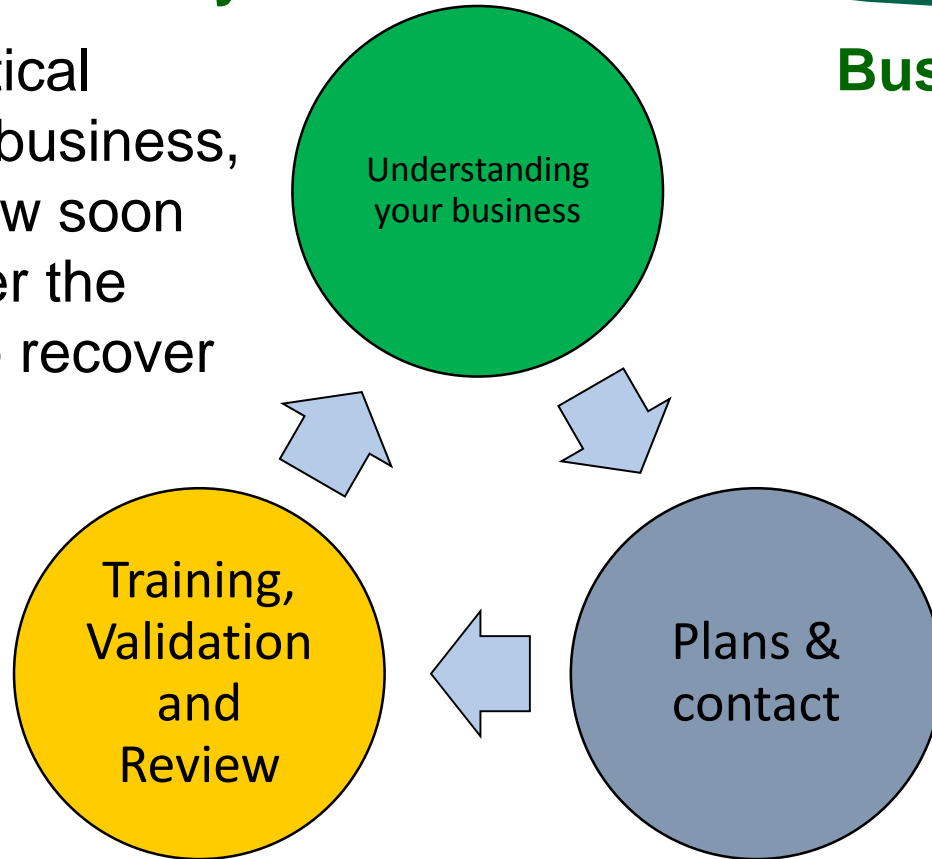
The documented critical business elements & the recovery process & contacts through which it will be achieved. Key point of reference.

Exercise & Validation

Management and Staff Awareness

Training, Validation and Review

Plans & contact



How to Develop Business Continuity

1. Carry out a **business impact analysis (BIA)** detailing:

- Key products, services, critical activities and supporting resources
- Identification of stakeholders for each critical activity and any internal or external dependencies: who depends upon you and who do you depend upon
- An estimate of the impact over time if each critical activity was disrupted
- Maximum length of time you can manage a disruption to each product / service
- Resources required to resume critical activities
- Risk assessment

How to Develop Business Continuity

2. Develop your **business continuity plan (BCP)** – what the plan should contain:

1. Plan purpose and scope
2. Document management information e.g. document owner, version control, distribution list
3. Roles and responsibilities
4. Plan activation – when, who and how
5. Key contact details – internal and external
6. Critical functions/ activities to be recovered, timescales and recovery levels needed
7. Resources available e.g. to deliver critical activities during the first 24hrs
8. Actions to be carried out, in what timescale and who will do these
9. Clear communication processes – who reports to whom or cascades information
10. Process for standing down

Exercising & Maintaining your Business Continuity Plan

1. Staff should be trained in the plan arrangements and the plan should be exercised e.g. via a desk top scenario at least annually
2. Key contact details in your plan should be tested at least every 6 months
3. Plans should be reviewed annually or whenever there are major changes to your organisation e.g. to key processes or premises
4. Plans should also be reviewed following any incident and lessons learnt from an incident.
5. Your plan should also be exercised, either via a table-top exercise with your staff or by actually activating your contingency arrangements

Validation

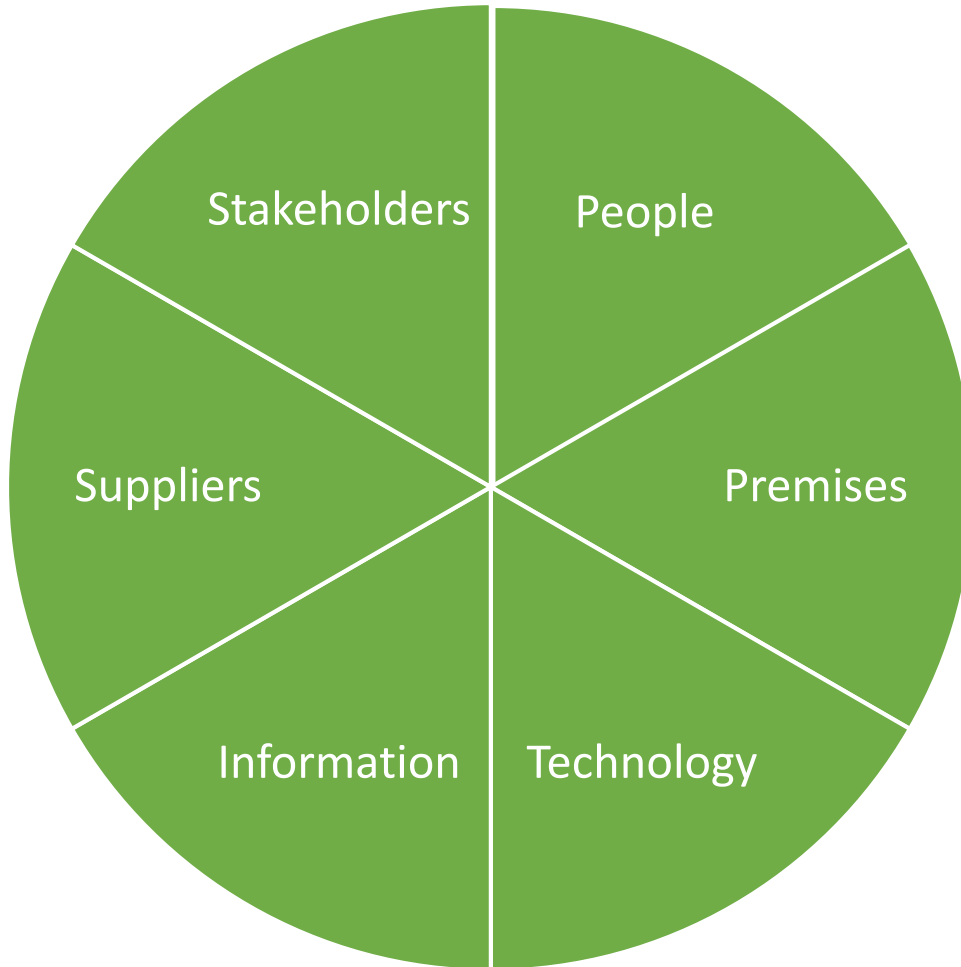


Training



Testing

What should you consider when planning?



4. Developing and implementing BCM response

This stage of the **BCM** process is concerned with the development and implementation of appropriate plans and arrangements to ensure the management of an **incident** and continuity and recovery of **critical activities** that support key products and services.

The number of plans and the content of these will vary from organisation to organisation and should reflect the structure and culture of the organisation and the complexity of its critical activities. Based on these factors, you may choose to have separate incident management, business continuity and business recovery plans; or separate plans covering a particular part of your organisation, premises or scenario. For a very small organisation a single plan which incorporates all the above elements may be sufficient.

The key point to remember is that in totality the plans and supplementing material should provide all the information the organisation needs to ensure that it can manage the immediate incident and continue and recover the critical activities identified in “**understanding the organisation**”. It is also important to ensure that your plans are easily accessible and copies should be kept on and off site.

Given that there is no one plan that would be appropriate to all organisations, we have not included a plan template in the toolkit. However, the advice set out below should provide a useful reference point to get you started.

Plan content

Purpose and scope

Whatever type of plan you are writing, it is important to clearly state its purpose and scope. Any relationship to other relevant plans or documents within the organisation should be clearly referenced and the method of obtaining and accessing these described.

Document owner and maintainer

You should document who owns the plan and who is responsible for reviewing, amending and updating it at regular intervals.

A system of version control should also be adopted.

Roles and responsibilities

The plan should list all individuals with a role in its implementation and explain what that role is.

Plan invocation

The method by which the plan is invoked should be clearly documented, setting out the individuals who have the authority to invoke the plan and under what circumstances. The plan should also set out the process for mobilising and standing down the relevant teams. In doing this, you should consider putting in place arrangements so that the relevant teams are mobilised as early as possible when an incident occurs. Delay in mobilising these teams could have a major impact on the effectiveness of your BCM arrangements.



And much more...

- Exercising, maintaining and reviewing BCM arrangements
- Embedding BCM in the organisations' culture
- BC Glossary
- Emergency Pack

Summary

You should now be able to:

- Identify potential risks which may affect your normal business activities
- Understand why you should have business continuity arrangements
- Create an action plan of changes/ additions needed to your own business continuity plans

**Thank you for
listening!**

Any questions?



SURREY

Further Information

Contact details:

Emergency Management Team

scemt@surreycc.gov.uk

Tel: 020 8541 9160

Surrey Care Association

www.surreycare.org.uk

sca@surreycare.org.uk

Tel: 01372 571 174

Resources

- BERG leaflets

Risks:

[Incidents in Surrey](#)

[Surrey Community Risk Register 19-20](#)

- **Events:**

[SCC Events Database](#)

- **Brexit:**

[Surrey Chambers of Commerce – Guidance for Businesses](#)

- **Business Continuity:**

[SCC Business Continuity guide:](#) Cyber Security, Community Risk

Register, 10 minute BC Assessment

[BC Toolkit](#)

[Business in the Community](#)

[Business Continuity Institute](#)