	Agenda Item	**10**
	Report No	**PDI/ 48/15**

<div align="center">

The Highland Council

**Planning, Development and Infrastructure Committee
19 August 2015**

</div>

Development and Infrastructure Service Business Continuity Plan (BCP)

Report by Director of Development and Infrastructure

Summary
This report introduces the attached Development and Infrastructure Service's 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 Development and Infrastructure Service's 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   BCP 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's 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.   Resource, Legal, Equalities, Climate Change/Carbon Clever, Risk, Rural and Gaelic Implications

4.1   There are no Legal, Equalities, Climate Change/Carbon Clever, Rural or Gaelic Implications 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

The Committee is invited to comment on and agree the Service's BCP which will then become part of the Council's overall General Business continuity Plan.

Designation: Director of Development and Infrastructure

Date: 3 August 2015

Author: Glenn Campbell, Building Standards Manager
Ailsa MacKay, Business Support Manager

THE HIGHLAND COUNCIL

BUSINESS CONTINUITY PLAN FOR DEVELOPMENT & INFRASTRUCTURE SERVICE

BC Plan Owner: **Stuart Black - Service Director**
Release Date: 17.06.2015
Review Date: 17.06.2015

DISTRIBUTION LIST

Copy Number	Name	Location
	Stuart Black	HQ
	Malcolm MacLeod	HQ
	George Hamilton	HQ
	Colin Howell	Golspie
	Findlay MacDonald	HQ
	Ailsa MacKay	HQ
	Allan Macguire	HQ

REFERENCES AND RELATED DOCUMENTS

Document Title
BSP-06 Risk Assessment Protocol for Defective and Dangerous Buildings
BSP-02 Risk Assessment Protocol for Verification Site Visits

AMENDMENT LIST

Amendment Number	Reason for Amendment	By Whom

TEMPLATE SERVICE BUSINESS CONTINUITY PLAN

1. **AIM**. The aim of the Service 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, is required. Two templates for these individual action plans are shown below as partly-worked examples.

P & D BUSINESS IMPACT ANALYSIS (BIA) TABLE

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													
D&I 01	Dangerous Building Incidents	Y 2,4=8	N	Y 2,4=8	Y 2,3=6	N	N	Y 3,3=9	Y 2,4=8	Y 2,4=8	N	Y 2,5=10	**Malcolm MacLeod**
Up To 3 Days													
D&I 02	Enforcement (Listed Buildings & TPOs)	Y 2,4=8	N	Y 2,4=8	Y 2,2=4	N	N	N	N	N	N	Y 2,5=10	**Malcolm MacLeod**
D&I 03	Managing Contract Failure	Y 2,4 = 8	N	Y 2,3 = 6	N	N	Y 2,3 = 6	Y 2,3 = 6	Y 2,4 = 8	N	N	Y 2,3 = 6	**Finlay MacDonald**
Up To 7 Days													
D&I 04	Maintenance & Servicing of Critical Plant	Y 2,4 = 8	N	Y 2,3 = 6	Y 2,4 = 8	Y 2,4 = 8	Y 2,3 = 6	Y 2,3 = 6	Y 2,4 = 8	N	Y 2,4 = 8	Y 2,3 - 6	**Finlay MacDonald**

D & I SERVICE BUSINESS IMPACT ANALYSIS (BIA) TABLE

CRITICAL BUSINESS AREA 24/7					
Critical Business Area as identified in the BIA GC	Risk Number as listed in the BIA	Risk Rating taken from the BIA	Risk description as listed in the General BCP	• Description of preventative or mitigating measures. Where these are not in place, they must be addressed in an appropriate action plan.	• Description of contingency arrangements. Where these are not in place, they must be addressed in an appropriate action plan.
	D&I 01a	8	Loss of Staff	There are 8 PBSS, 3 BSTLs and a BSM available to attend DB incidents. It's unlikely such an incident will require all staff to attend	In the unlikely scenario where all 8 PBSS, 3 BSTLs and the BS manager are unavailable the H & I Consortia partners can be called on as well as Moray Council to assist. A retired BSS is also available
	D&I 01b	8	Loss of Communications	Landlines, mobile phones and e-mail systems are used to receive and send communications	In the unlikely event of all three methods of communication being unavailable surveyors would need to travel
	D&I 01c	6	Loss of ICT	The BS Register is held electronically but information could be stored temporarily using paper filing	Surveyors would resort to recording information using paper
	D&I 01d	9	Loss of Internal Suppliers	Internal resources (via Building Maintenance) are available	Building Maintenance are the first Call on Supplier to cordon off buildings and make safe from unauthorised entry. Thereafter a private sector company will be used
	D&I 01e	8	Loss of External Suppliers	There is a significant number building/demolition contractors and engineers in Highland to provide the necessary expertise the Council may require	The PBSSs in each area have a list of suitable contractors and structural engineers to call on that are proficient in dealing with DB incidents
	D&I 01f	8	Excess Demand	There are 8 PBSS, 3 BSTLs and a BSM available to attend DB incidents. It's unlikely such an incident will require all staff to attend	In the event of the whole BS team being unavailable to attend an incident measures are in place whereby partners in the H & I Consortia will respond on our behalf
	D&I 01g	10	Los of Reputation	It's policy to respond to DB incidents immediately	Only where a building poses no risk to public safety will consideration be given to delaying a DB inspection

BSM – Building Standards Manager
BSTL Enforcement – Building Standards Team Leader-Enforcement
PBSS – Principal Building Standards Surveyor
DB – Dangerous Building
P & BS – Planning & Building Standards

D & I SERVICE BUSINESS IMPACT ANALYSIS (BIA) TABLE

CRITICAL BUSINESS AREA UP TO 3 DAYS					
Critical Business Area as identified in the BIA	Risk Number as listed in the BIA	Risk Rating taken from the BIA	Risk description as listed in the General BCP	• Description of measures. Where these are not in place, they must be addressed in an appropriate action plan.	• Description of arrangements. Where these are not in place, they must be addressed in an appropriate action plan.
DM	D&I 02a	8	Loss of Staff	There are 2 Enforcement Officers available to attend a demolition of a listed building incident. There are 3 Forestry Officers available to attend a TPO incident. All have the power to issue an immediate stop to any work. It's unlikely such an incident will require all staff to attend but will require at least one.	Staff cover critical element. Current practice is that a minimum of one officer to be available at all times to attend call-out. If not within office officers are contactable by mobile phone.
	D&I 02b	8	Loss of Communications	Landlines, mobile phones and e-mail systems are used to receive and send communications.	It is unlikely that reports of incidents would be known to the Council in the event of loss of landline/e-mail. No arrangements required.
	D&I 02c	4	Loss of ICT	Reporting a breach of planning control relies on ICT. However, reports of works to demolish listed buildings or fell trees bypass this system and are usually reported by phone.	No arrangements required.
	D&I 02d	10	Loss of Reputation	It is policy to respond to reports of demolition of a listed building or felling of a protected tree immediately	Ensuring availability of staff and mobile contact as a minimum.

CRITICAL BUSINESS AREA UP TO 3 DAYS					
Critical Business Area as identified in the BIA **FMacD**	Risk Number as listed in the BIA	<mark>Risk Rating taken from the BIA</mark>	Risk description as listed in the General BCP	• Description of measures. Where these are not in place, they must be addressed in an appropriate action plan.	• Description of arrangements. Where these are not in place, they must be addressed in an appropriate action plan.
	D&I 03a	8	Loss of Staff	A Contract Administrator is allocated to each contract with programmes of contracts managed by Project Managers. Contract workload is overseen by Principal Architects/Engineers and programmes are reviewed by Principal Project Managers.	Where contracts are administered by external Contract Administrators an internal member of staff is assigned to oversee the contract. Regular workload reviews ensure cover is maintained during holidays/periods of sickness. Contingency measures are also set out in separate Action Plan 3
	D&I 03b	6	Loss of Communication	Landlines, mobile phones and e-mail systems are used to receive and send communications.	Contingency measures are set out in separate Action Plan 3
	D&I 03c	6	Loss of Utilities	Landlines, mobile phones and e-mail systems are used to receive and send communications.	Contingency measures are set out in separate Action Plan 3
	D&I 03d	6	Loss of Internal Suppliers	External Contract Administrators are used for projects and can be called to supplement / give temporary support any shortfall in internal resources if required.	Contingency measures are set out in separate Action Plan 3
	D&I 03e	8	Loss of External Suppliers	Internal resources for design and contract administration are limited (no M&E discipline).	Contingency measures are set out in separate Action Plan 3
	D&I 03f	6	Loss of Reputation	Quality control processes and procedures are in place.	Contingency measures are set out in separate Action Plan 3

D & I SERVICE BUSINESS IMPACT ANALYSIS (BIA) TABLE

CRITICAL BUSINESS AREA UP TO 7 DAYS					
Critical Business Area as identified in the BIA	Risk Number as listed in the BIA	Risk Rating taken from the BIA	Generic Impacts as listed in the General BCP	• Description of measures. Where these are not in place, they must be addressed in an appropriate action plan.	• Description of arrangements. Where these are not in place, they must be addressed in an appropriate action plan.
FMacD	**D&I 04a**	8	Loss of Staff	Maintenance is managed across a number of geographical areas (and centrally for highland wide let contracts) with flexibility in reallocation of staff.	Contingency measures are set out in separate Action Plan 4
	D&I 04b	6	Loss of Communications	Landlines, mobile phones and e-mail systems are used to receive and send communications.	Contingency measures are set out in separate Action Plan 4
	D&I 04c	8	Loss of ICT	Reporting a reactive repair relies on ICT (K2 Asset management system). However, reports of reactive repairs can bypass this system in an emergency and are usually reported by phone.	Contingency measures are set out in separate Action Plan 4
	D&I 04d	8	Loss of internet	Reporting a reactive repair relies on ICT (K2 Asset management system). However, reports of reactive repairs can bypass this system in an emergency and are usually reported by phone.	Contingency measures are set out in separate Action Plan 4
	D&I 0e4	6	Loss of Utilities	Landlines, mobile phones and e-mail systems are used to receive and send communications.	Contingency measures are set out in separate Action Plan 4
	D&I 04f	6	Loss of Internal Suppliers	Contracts for cyclical and maintenance works for property have been established with a range of external contractors	Contingency measures are set out in separate Action Plan 4
	D&I 04g	8	Loss of External Suppliers	Internal Building Maintenance resources are available (though not covering all geographical areas).	Contingency measures are set out in separate Action Plan 4
	D&I 04h	8	Loss of Critical or Sensitive Data	Back-ups and K2 asset management record storage is covered by the council's data recovery arrangements.	Contingency measures are set out in separate Action Plan 4
	D&I 04j	6	Loss of Reputation	Contracts for cyclical and maintenance works for property have been established with a range of external contractors.	Contingency measures are set out in separate Action Plan 4

ACTION PLAN 1

Critical Business Area:	Dangerous Building incidents		
RISK: D&I 01	**LOSS OF BUILDINGS.**		
Response Time:	**24/7**		
Lead Service:	Development & Infrastructure		
Lead Officer	The Building Standards Manager		
	PREVENTATIVE ACTIONS AND RESOURCES REQUIRED	CONTINGENCY ARRANGEMENTS	TARGET DATE?	DATE COMPLETE
Measure 1	The 7 risks stated in the Critical Business Area 24/7 are monitored annually by the BS management team. Where contact numbers, suppliers or other changes occur the relevant person in the BS team are notified.	Regular consortia and partner meetings will highlight any changes to protocols or policies	currently operational	currently operational
Measure 2	The Dangerous Building Protocol is reviewed annually and updated as required. The document is stored in BS Sharepoint.	Surveyors in the area offices have contractors/supplier lists and contact details available in printed versions in the event of ICT failure.	currently operational	currently operational
Measure 3	It is a legislative requirement and therefore a service policy for surveyors to attend an incident immediately upon receiving a report of a possible dangerous building	The BS manager and/or BSTL will attend in the event of the PBSS being unavailable	currently operational	currently operational

ACTION PLAN – 2

Critical Business Area:	D & I – Attendance at Dangerous Building Incidents			
Response Time:	**24/7**			
Lead Service:	Development & infrastructure			
Lead Officer:	Glenn Campbell (Highland wide remit)	W: 01463 702 561 E: glenn.campbell@highland.gov.uk		
Risk:	**Staff to be contacted in the event of an incident in an area**			
<u>Measure 1</u>	Staff identified that are trained to manage Dangerous Building Incidents.	Angus MacGruer	Building Standards Team Leader	**(Highland wide remit)** Kintail House, Inverness	W 01463 255 190
		Barry Reid	Principal Building Standards Surveyor	**(Caithness area)** Girnigo St, Wick	W 01955 609 558
		Frank Doherty	Building Standards Team Leader	**(Sutherland and East Ross area)** Drummuie, Golspie	W 01408 635 276
		Tony Miller	Principal Building Standards Surveyor	**(Ross-shire area)** Council Offices, Dingwall	W 01349 868 491
		Roddy MacKinnon	Principal Building Standards Surveyor	**(Skye & Lochalsh)** Council Offices Portree	W 01478 613 821
		Tony Edge	Principal Building Standards Surveyor	**(Lochaber)** Falcon House, Fort William	W 01397 707 024
		Alasdair Murray	Principal Building Standards Surveyor	**(Inverness)** Kintail House, Inverness	W 01463 255 188
		Scott Willox	Principal Building Standards Surveyor		W 01462 255 189

		John Dougherty	Principal Building Standards Surveyor	(Badenoch & Strathspey) 100 High St, Kingussie	W 01540 661 700
		Ian Patience	Building Standards Team Leader	**(Highland wide remit)** Council Offices Dingwall	W 01349 868 446

ACTION PLAN 3

Critical Business Area:	Managing Contract Failure		
RISK: D&I 03	**Managing Contract Failure**		
Response Time:	**Up To 3 Days**		
Lead Service:	Development & Infrastructure		
Lead Officer	Acting Head of Property		
	PREVENTATIVE ACTIONS AND RESOURCES REQUIRED	**CONTINGENCY ARRANGEMENTS**	**TARGET DATE?** / **DATE COMPLETE**
Measure 1 – Lack of access to competent Designers/Contract Administrators	A list of consultant designers is maintained containing professional discipline and expertise/experience	a) Create a List of Typical Scenarios where Priority or urgent Design Needs may be required including the range/type of designer competence and resources/standards to be met/ required for each e.g. to design and construct Temporary Care or Medical facility, Temporary Mortuary etc.	October 2015
	Designers are appointed for individual commissions as and when projects are identified	b) Develop strategies to source availability and enable prompt procurement / engagement of competent designer team.	October 2015
Measure 2 - Designer/Contract Administrators availability restricted to inexperienced or part qualified resource	Designers have access to design guides and technical libraries	a) Assemble best practice guidance on design standards and design layouts for each item on the List of Typical Scenarios to suit a range of Design Needs that may be urgently required.	currently operational / currently operational
	Partnership working takes place at present (e.g. SCAPE, HUB, D&B and School science laboratory refurbishments)	b) Investigate partnership working with contractors or suppliers to explore possible solutions to ensure quality criteria are met consistently.	currently operational / currently operational
Measure 3 - Key design or project constraints/briefing information unable to be determined	Briefing information is developed at the initial formation stage of a project	a) As part of the process to compile a List of Typical Scenarios where Priority Design Needs may be required, involve clients to establish a suite of Generic Design Briefs containing requirements that could be used for each emergency scenario type.	March 2016
	Project design constraints and related	b) As part of the process to compile a List of Typical	March

	information are compiled during concept and scheme design stages	Scenarios where Priority Design Needs may be required, assess available sites or properties in each area for suitability/use in each emergency scenario, with a view to recording obvious/ foreseeable design constraints/site issues.	2016	

ACTION PLAN 4

Critical Business Area:	Maintenance & Servicing of Critical Plant		
RISK: D&I 04	**Maintenance & Servicing of Critical Plant**		
Response Time:	**Up To 7 Days**		
Lead Service:	Development & Infrastructure		
Lead Officer	Acting Head of Property		
	PREVENTATIVE ACTIONS AND RESOURCES REQUIRED	**CONTINGENCY ARRANGEMENTS**	**TARGET DATE?**	**DATE COMPLETE**
Measure 1 – for inability to readily contact Area staff	Reliance on telephone, e-mail and postal service to communicate with staff.	a) Explore practical protocol for communication that could be used i.e. named collection point (local and core), to pick up instructions/pass on messages.	currently operational	currently operational
	Process of issuing works orders using K2 has been documented and staff trained.	b) Create an Empowerment List of Instructions/Guidance to all staff, not just Property Section, for actions to be taken in event of emergency request.	currently operational	currently operational
	Emergency information is posted on the intranet. Housing Maintenance Officers can be used as a call out resource.	c) Produce an 'On-call Manual' containing lists of contractors, property telephone numbers, staff contacts, hazard information, etc so that staff throughout the Service have a resource pack they can use to be able to respond to a Priority Property enquiry that is out with their current area (location).	currently operational	currently operational
Measure 2 – for area Office(s) not in use	Property and Contract information is available on line by accessing Service databases and shared network folders.	a) Carry out a review of what property information needs to be available/accessible on-line (e.g. from home VPN) that is not currently easily accessible and how staff can obtain VPN (if they do not have this).	October 2015	
	Property staff are experienced in diagnosing and responding to emergency / reactive repair situations.	b) Create an 'Event Tree' diagram of Emergency Cover / Response Protocols for typical reactive repair situations so that any technical staff (i.e. Technician or Quantity Surveyor) can be trained and have guidance on how to respond to maintenance /	October 2015	

		repair issue in the event of immediate non-availability of area maintenance or Property Section staff.		
	Reactive repair requests are received by:- - Maintenance Request for Service (RfS) - Telephone complaint to local area office (taken / processed by Business Support staff) - Direct to Maintenance Officer mobile - Direct to Maintenance Officer by e-mail.	c) Establish a 'Single Telephone Number' contact response facility that can be provided to enable calls for maintenance repairs to be diverted / routed to occupied / manned / home location [i.e. to ensure calls are answered and dealt with in the event of an area office becoming unavailable]. Also establish a Daily D&I Availability List to log staff at work and their location (i.e. if staff are available but only working from home, etc) for call routing.	currently operational	currently operational
	Communication protocol exists to contact the Council's Public Relations Office with information for press releases (to advise on changes to requesting maintenance service to RPOs) or to answer press queries.	d) Establish a communication protocol within D&I and Community Services that can inform the Council's Public Relations Office to relay any property-related status/progress/issue reports to key Public Information Centres (Service Points?).	currently operational	currently operational
Measure 3 – for inability to redeploy staff resources	A Priority List of properties has been established as part of Asset Management Planning programming.	a) Create a list of Prioritised Properties that are to be kept open (in relation to critical council functions that have been identified to be maintained 24/7) and circulate to all staff so that everyone is aware of it.	currently operational	currently operational
	A list of staff 'available' to respond to winter holiday reactive situations has been compiled.	b) Establish and maintain an Availability List of all relevant staff so that succession / staff availability for readiness to respond to reactive property repair requests can be readily accessed/monitored.	currently operational	currently operational
	Police Scotland and Building Maintenance resources are currently utilised for out of hours calls received.	c) Investigate links with other partners (e.g. Service Centre) to expand contingency regarding staff resource sharing, etc.	October 2015	
	Electronic systems are used to record / instruct property repair transactions.	d) Establish adhoc recording method/system to ensure audit trail of instructions/transactions can be demonstrated and assist with handovers where different staff take charge, etc in the event of non-availability or persons are not trained in using electronic Works Order system.	October 2015	
Measure 4 – for contractor non-	Programmes / lists of cyclical and maintenance works for property have	a) Create a Pre-identified List of specific / critical operations / maintenance works / plant, etc that	October 2015	

availability or non-attendance or non-performance	been established.	would be required to prevent closure for each of the key priority properties.		
	Contracts for cyclical and maintenance works for property have been established with certain contractors. There is a list of 'most frequently used' contractors.	b) Formalise arrangements with local contractors/suppliers to confirm availability to attend to emergency call outs. Consider; - preparing a specification setting out standards and protocols to be met when emergency works are issued - preparing a common list of typical maintenance failure occurrences - looking at establishing a Preferred List of local/highland wide contractors who could attend to repairs/scope works during an emergency period.	March 2016	
	Commissioning sequences and lists and are developed for new project properties as part of handover procedures.	c) Consider creating a list of standard actions to be taken to re-open or close a strategic facility in a safe manner; - establish inventories of plant and equipment - develop generic commissioning sequencing for typical plant/property types - develop specific commissioning sequences for particular properties	October 2015	
	Community Services have fuel facility for refuelling council vehicles (gritters, refuse lorries, etc). Community Services have a network of depots/stores.	d) Consider the possibility of Preferred Emergency Contractors having access to council resources (e.g. fuel, depots, etc) to ensure essential repairs to priority properties – liaise with other Services regarding viability/ liabilities/ strategy/ protocols/ insurance, etc	March 2016	
Measure 5 – for supplier non-availability or non-performance	Building Maintenance and Community Services depots may have supplies of certain materials (cables, pipes, etc)	a) Consider identifying / establishing Collection Points (stores or depots) in strategic locations across areas to obtain key parts / materials, etc for sourcing / collecting items from the pre-identified list.	March 2016	
	Community Services have a network of depots/stores	b) Consider the possibility of Preferred Emergency Suppliers having access to council resources (fuel, depots, etc).	March 2016	
Measure 6 – for	Payments to contractors are currently	a) Consider the possibility of Preferred Emergency	March	

| contractor/supplier payment restriction | made by check (or debit to bank?) | Contractors being provided with a facility to receive cash payment for work invoices presented at council Finance offices (HQ). | 2016 | |
| | | b) Train staff other than Property Support team on the procedure for authorisation and payment process | | |

INCIDENT RESPONSE PLAN (*This is to prepare for a timely response to critical incidents and reduce the impact of those incidents on your business operations as identified in your risk assessment. It also prepares key personnel to provide and coordinate an effective response to ensure minimal disruption to business operations in the event of emergency. The following provides an example of the type of information, including checklists, you might include when planning your response to a critical incident. These together would form your Incident Response Plan.)*

Immediate Response Checklist

INCIDENT RESPONSE	✓	ACTIONS TAKEN	REMARKS
Have you:			
• assessed the severity of the incident?	❑		
• evacuated the site if necessary?	❑		
• accounted for everyone?	❑		
• identified any injuries to persons?	❑		
• created an incident cordon – to prevent unauthorised access	❑		
• contacted Emergency Services if necessary?	❑		
• started an Event Log?	❑		
• activated your response plan?	❑		
• activated staff members and resources?	❑		
• gained more information as a priority?	❑		
• briefed team members on incident?	❑		
• allocated specific roles and responsibilities?	❑		
• identified any damage?	❑		
• identified critical business activities that have been	❑		

disrupted?			
• briefed your Service Director and Emergency Director?			
• kept staff informed?	❑		
• contacted key stakeholders?	❑		
• understood and complied with any regulatory/compliance requirements?	❑		
• initiated media/public relations response?	❑		

ROLES AND RESPONSIBILITIES *(This table allows you to assign responsibility for completion of each task to one of your designated roles. You will then assign each role, or multiple roles, to one or more staff members and assign back-up staff as appropriate. The staff members involved should then be given this table in order to understand their roles and as a task assignment list for completion of pre-emergency planning and emergency tasks. You should customise this table to suit your business's needs and structure.)You should also identify who has the authority to activate the plan.*

Role	Designated Employee(s)	Alternate
Building Standards Manager	Name: **Glenn Campbell** Contact Information: W 01463 702 561 glenn.campbell@highland.gov.uk	Name: **Angus MacGruer** Contact Information: W 01463 255 190 angus.macgruer@highland.gov.uk
Emergency Responsibilities: • ensure Public Safety • ensure good communication with key personnel • prevent unauthorised access to site and secure the site • issue Enforcement Notice		

Role	Designated Employee(s)	Alternate
Development Management Team Leader	Name: **David Mudie** Contact Information: W 01463 702 255 david.mudie@highland.gov.uk	Name: **Kerry Hawthorne** Conservation Officer Contact Information: W 01463 702 281 kerry.hawthorne@highland.gov.uk
Responsibilities: • Reporting a breach of planning control • ensure good communication with key personnel • issue Enforcement Notice		

Role	Designated Employee(s)	Alternate
Acting Head of Property	Name: **Finlay MacDonald** Contact Information: W 01463 702 211 finlay.macdonald@highland.gov.uk	Name: **Stuart Duncan** Contact Information: W 01463 702 239 stuart.duncan@highland.gov.uk

Responsibilities:

- Manage corporate property assets
- delivery of property-related capital projects and programmes of property maintenance
- ensure good communication with key personnel

KEY CONTACT LISTS

Contact List - Internal
For Dangerous Building Incidents

Person	Contact number/s	Email	Responsibilities
Glenn Campbell Building Standards Manager	W 01463 702 561	glenn.campbell@highland.gov.uk	**Highland wide responsibility**
Angus MacGruer Building Standards Team Leader – Enforcement	W 01463 255 190	angus.macgruer@highland.gov.uk	**Highland wide responsibility**
Barry Reid Principal Building Standards Surveyor	W 01955 609 558	barry.reid@highland.gov.uk	**Caithness area**
Frank Doherty Building Standards Team Leader - Reasonable Inquiry	W 01408 635 276	frank.doherty@highland.gov.uk	**Drummuie, Golspie**
Tony Miller Principal Building Standards Surveyor	W 01349 868 491	tony.miller@highland.gov.uk	**Dingwall and Ross Shire**
Roddy MacKinnon Principal Building Standards Surveyor	W 01478 613 821	roddy.mackinnon@highland.gov.uk	**Skye and Lochalsh**
Tony Edge Principal Building Standards Surveyor	W 01397 707 024	tony.edge@highland.gov.uk	**Lochaber**
Alasdair Murray Principal Building Standards Surveyor	W 01463 255 188	alasdair.murray@highland.gov.uk	**Inverness and Nairn**
Scott Willox Principal Building Standards Surveyor	W 01462 255 189	scott.willox@highland.gov.uk	**Inverness and Nairn**
John Dougherty Principal Building Standards Surveyor	W 01540 661 700	john.dougherty@highland.gov.uk	**Badenoch & Strathspey**

Ian Patience Building Standards Team Leader - Applications	W 01349 868 446	ian.patience@highland.gov.uk	**Highland wide responsibility**
For Enforcement (Listed Buildings & TPOs)			
David Mudie Development Management Team Leader	W 01463 702 255	david.mudie@highland.gov.uk	**Highland wide responsibility**
Kerry Hawthorne Conservation Officer	W 01463 702 281	kerry.hawthorne@highland.gov.uk	**Highland wide responsibility**
For Managing Contract Failure			
Finlay MacDonald Acting Head of property	W 01463 702 211	finlay.macdonald@highland.gov.uk	**Highland wide responsibility**
For Maintenance & Servicing of Critical Plant			
Finlay MacDonald Acting Head of property	W 01463 702 211	finlay.macdonald@highland.gov.uk	**Highland wide responsibility**

EVENT LOG *(Use the Event Log to record information, decision and actions in the period immediately following the critical event or incident. Blank copies of the table should be printed off as required)*

Date	Time	Information / Decisions / Actions	Initials