

**The Highland Council**  
**Education, Children and Adult Services Committee**  
**27 August 2015**

Agenda Item	21.
Report No	ECAS 67/15

**Care and Learning Business Continuity Plan**

**Report by Director of Care and Learning**

**Summary**

This report introduces the attached Care and Learning Business Continuity Plan. 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 Business Continuity Plan is formally adopted, it becomes an integral part of the Council's overall General Business Continuity Plan. Any identified training for staff in the activation of the Service's plan will follow, as will testing and periodic (annual) review.

**1. Background**

- 1.1 The Care and Learning Service's Business Continuity Plan 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 relatively new activity for some managers, and assistance has been provided by the Council's Emergency Planning and Business Continuity Manager, 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 Plan 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 Plan is adopted, it becomes an integral part of the Council's overall General Plan. This overall General Business Continuity Plan will be presented to committee when all Service's Business Continuity Plans are adopted.

### **4. Implications**

- 4.1 There are no Legal, Equalities, Rural, Gaelic or Climate Change/Carbon Clever impacts arising as a direct result of this report.
- 4.2 Resource and Risk implications are noted throughout the Business Continuity Plan itself.
- 4.3 There is a follow-on time commitment required to meet training and exercising needs as the Plan is further developed.

### **5. Recommendation**

- 5.1 Committee is asked to:
  - a) Approve the Care and Learning Service's Business Continuity Plan.

Designation: Director of Care and Learning

Date: 17<sup>th</sup> August 2015

Author: Brian Porter, Head of Resources

**HIGHLAND COUNCIL  
CARE AND LEARNING SERVICE  
BUSINESS CONTINUITY PLAN  
AUGUST 2015**

**THE HIGHLAND COUNCIL**

**BUSINESS CONTINUITY PLAN FOR THE CARE AND LEARNING SERVICE**

BC Plan Owner: Bill Alexander, Service Director

Release Date: 27 08 2015

Review Date: 01 09 2016

## Contents

<b>Distribution List</b>	<b>Page 4</b>
<b>References and Related Documents</b>	<b>4</b>
<b>Amendment List</b>	<b>5</b>
<b>Overview</b>	<b>6</b>
<b>Risk Assessment Matrix</b>	<b>7</b>
<b>Summary Business Impact Analysis Table</b>	<b>8</b>
<b>Expanded Business Impact Analysis Table</b>	<b>11</b>
<b>Action Plans</b>	<b>27</b>
<b>Appendix 1 – Blank Incident Response Plan Template</b>	<b>30</b>
<b>Appendix 2 – Blank Incident Event Log Template</b>	<b>32</b>
<b>Appendix 3 – Roles and Responsibilities, incl contact details for HQ Senior Management</b>	<b>33</b>
<b>Appendix 4 – Contact Details of Key staff members and external parties</b>	<b>36</b>

## DISTRIBUTION LIST

Copy Number	Name	Location
1	Care and Learning Director and Heads of Service	Headquarters, Inverness
2	Care and Learning Area Manager – South	Headquarters, Inverness
3	Care and Learning Area Manager – West	Camaghael, Fort William
4	Care and Learning Area Manager – Mid & North	Council Buildings, Dingwall
5+	Those listed above to arrange onward distribution to all managers within their remit.	Various

## REFERENCES AND RELATED DOCUMENTS

<u>Document Title</u>
APPENDIX 1 – INCIDENT RESPONSE PLAN, BLANK TEMPLATE FOR USE DURING INCIDENTS
APPENDIX 2 – EVENT LOG, BLANK TEMPLATE FOR USE DURING INCIDENTS
APPENDIX 3 – ROLES AND RESPONSIBILITIES INCLUDING CONTACT DETAILS OF SENIOR MANAGEMENT
APPENDIX 4 – OTHER CONTACT DETAILS FOR KEY INTERNAL AND EXTERNAL CONTACTS

## AMENDMENT LIST

<b>Amendment Number</b>	<b>Reason for Amendment</b>	<b>By Whom</b>
V1.0	Submitted to ECAS Committee 27 August 2015 for approval	Brian Porter, Head of Resources

## OVERVIEW - CARE AND LEARNING SERVICE BUSINESS CONTINUITY PLAN

1. **AIM.** The aim of the Care and Learning 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 set out within this plan.



## Risk Assessment

All critical business areas are assessed using the following Council risk assessment matrix. For the purposes of this plan, any risks assessed as greater than 'LOW', have an expanded business impact analysis undertaken as detailed within this plan.

<b>IMPACT</b>	<b>5 CATASTROPHIC</b>	<b>5 MEDIUM</b>	<b>10 HIGH</b>	<b>15 VERY HIGH</b>	<b>20 VERY HIGH</b>	<b>25 VERY HIGH</b>
	<b>4 SIGNIFICANT</b>	<b>4 MEDIUM</b>	<b>8 HIGH</b>	<b>12 VERY HIGH</b>	<b>16 VERY HIGH</b>	<b>20 VERY HIGH</b>
	<b>3 MODERATE</b>	<b>3 MEDIUM</b>	<b>6 MEDIUM</b>	<b>9 HIGH</b>	<b>12 HIGH</b>	<b>15 HIGH</b>
	<b>2 MINOR</b>	<b>2 LOW</b>	<b>4 LOW</b>	<b>6 MEDIUM</b>	<b>8 MEDIUM</b>	<b>10 MEDIUM</b>
	<b>1 INSIGNIFICANT</b>	<b>1 LOW</b>	<b>2 LOW</b>	<b>3 LOW</b>	<b>4 LOW</b>	<b>5 LOW</b>
	<b>1 NEGLIGIBLE</b>	<b>2 RARE</b>	<b>3 UNLIKELY</b>	<b>4 POSSIBLE</b>	<b>5 PROBABLE</b>	
<b>LIKELIHOOD</b>						

**THE CARE & LEARNING – SUMMARY BUSINESS IMPACT ANALYSIS (BIA) TABLE**

Risk Number	Critical Business Area	Loss of Staff	Loss of Buildings	Loss of Communications	Loss of ICT	Loss of Internet	Loss of Utilities	Loss of Internal Suppliers	Loss of External Suppliers	Excess Demand	Loss of Critical or Sensitive Data	Loss of Reputation	Other?	Risk Owner
		a.	b.	c.	d.	e.	f.	g.	h.	i.	j.	k.	l.	
<b>24/7</b>														
<b>CAL 01</b>	Children's Residential Care	Y 3,4=12	Y 3,4=12	N	N	N	Y 3,3=9	N	Y 3,3=9	N	N	N	N	Sandra Campbell
<b>CAL 02</b>	School Hostels (Term Time)	Y 2,4=8	Y 2,4=8	Y 3,3=9	N	N	Y 4,3=12	N	N	N	N	N	N	Norma Young
<b>CAL 03</b>	Provision of Schooling (Exam Time)	Y 2,4=8	Y 2,4=8	Y 2,2=4	Y 3,4=12	Y 3,4=12	Y 3,4=12	N	Y 2,4=8	N	Y 2,4=8	N	N	Jim Steven
<b>CAL 04</b>	EVOLVE system	N	N	N	Y 2,4=8	Y 2,4=8	Y 2,4=8	N	N	N	Y 2,4=8	N	N	Brian Porter
<b>CAL 05</b>	Commissioned Adult Services	N	N	N	N	N	N	N	Y 1,5=5	N	N	N	N	Fiona Palin
<b>CAL 06</b>	Out of Hours Social Work	Y 3,3=9	N	Y 3,4=12	Y 3,4=12	N	Y 3,4=12	N	Y 2,2=4	Y 2,4=8	N	N	N	Fiona Palin

Risk Number	Critical Business Area	Loss of Staff	Loss of Buildings	Loss of Communications	Loss of ICT	Loss of Internet	Loss of Utilities	Loss of Internal Suppliers	Loss of External Suppliers	Excess Demand	Loss of Critical or Sensitive Data	Loss of Reputation	Other?	Risk Owner
		a.	b.	c.	d.	e.	f.	g.	h.	i.	j.	k.	l.	
<b>Up To 3 Days</b>														
<b>CAL 07</b>	Care and Protection	Y 3,4=12	Y 3,2=6	Y 3,3=9	Y 3,4=12	N	Y 3,4=12	N	N	N	Y 2,3=6	Y 2,4=8	N	Sandra Campbell
<b>CAL 08</b>	Children's Foster care	N	N	Y 3,3=9	Y 3,4=12	N	Y 3,4=12	N	Y 3,3=9	N	Y 2,3=6	N	N	Sandra Campbell
<b>CAL 09</b>	Care First System	N	N	N	Y 2,4=8	Y 2,4=8	Y 2,4=8	N	N	N	Y 2,4=8	N	N	Brian Porter
<b>CAL 10</b>	Management of Sex Offenders	Y 3,2=6	N	N	N	N	N	N	Y 2,3=6 <sup>1</sup>	N	N	N	N	Fiona Palin
<b>CAL 11</b>	Children's Welfare (School Absence)	Y 2,4=8	N	Y 3,4=12	Y 2,4=8	Y 2,4=8	Y 2,4=8	N	Y 2,4=8	N	Y 2,4=8	N	N	Jim Steven
<b>CAL 12</b>	Schools Information Management System	N	N	N	Y 2,4=8	Y 2,4=8	Y 2,4=8	N	Y 1,5=5	N	Y 2,4=8	N	N	Brian Porter
<b>CAL 13</b>	Home Support for Children with Disabilities	Y 3,4=12	N	Y 3,3=9	Y 3,4=12	N	Y 3,4=12	N	Y 3,3=9	N	Y 2,3=6	Y 2,3=6	N	Sandra Campbell

<sup>1</sup> External Supplier is Police Scotland and dialogue may be required.

Risk Number	Critical Business Area	Loss of Staff	Loss of Buildings	Loss of Communications	Loss of ICT	Loss of Internet	Loss of Utilities	Loss of Internal Suppliers	Loss of External Suppliers	Excess Demand	Loss of Critical or Sensitive Data	Loss of Reputation	Other?	Risk Owner
		a.	b.	c.	d.	e.	f.	g.	h.	i.	j.	k.	l.	
<b>Up To 7 Days</b>														
CAL 14	Mental Health Officers	Y 3,3=9	N	N	Y 2,4=8	Y 2,4=8	Y 2,4=8	N	N	Y 5,3=15	Y 2,4=8	N	N	Fiona Palin
CAL 15	Provision of Schooling (Term Time)	Y 2,4=8	Y 2,4=8	Y 3,3=9	Y 2,4=8	Y 2,4=8	Y 2,4=8	Y 2,2=4	Y 2,2=4	N	Y 2,4=8	N	N	Jim Steven
CAL 16	Highlife Highland Commissioned Services	N	N	N	N	N	N	N	Y 3,1=3	N	N	N	N	Fiona Palin

**EXPANDED BUSINESS IMPACT ANALYSIS TABLE – FOR MEDIUM/HIGH/VERY HIGH RISKS**

<b>CRITICAL BUSINESS AREA</b>					
<b>24/7</b>					
<b>Critical Business Area as identified in the BIA</b>	<b>Risk No. as listed in the BIA</b>	<b>Risk Rating taken from the BIA</b>	<b>Risk description as listed in the General BCP</b>	<b>Preventative/Mitigatory Measures</b>	<b>Contingency Arrangements</b>
<b>Children’s Residential care</b>	<b>CAL 01 (a, b)</b>	12	Loss of staff, loss of buildings	<ul style="list-style-type: none"> <li>• Loss of staff is addressed through a pool of experienced sessional staff and/or deployment of managers.</li> </ul>	<ul style="list-style-type: none"> <li>• List of sessional staff</li> <li>• Units have managers’ contact details</li> <li>• Loss of buildings or utilities – staff and young people could be decanted to another suitable building or young people dispersed to other placements. Local liaison would take place regarding appropriate alternatives.</li> </ul>
	<b>(f)</b>	9	loss of utilities	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of buildings or utilities – staff and young people could be decanted to another suitable building or young people dispersed to other placements. Local liaison would take place regarding appropriate alternatives.</li> </ul>
	<b>(h)</b>	9	Loss of external suppliers	<ul style="list-style-type: none"> <li>• Contracted service providers have business continuity plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Other providers would be used where necessary.</li> </ul>

<b>CRITICAL BUSINESS AREA 24/7</b>					
<b>Critical Business Area as identified in the BIA</b>	<b>Risk No. as listed in the BIA</b>	<b>Risk Rating taken from the BIA</b>	<b>Risk description as listed in the General BCP</b>	<b>Preventative/Mitigatory Measures</b>	<b>Contingency Arrangements</b>
<b>School Hostels (Term Time)</b>	<b>CAL 02 (a)</b>	<b>8</b>	Loss of Staff	<ul style="list-style-type: none"> <li>• Loss of staff addressed through the supply list of staff with PVG clearance and /or the deployment of Managers</li> <li>• Any professional registered with a governing body eg Nurse/ Teacher can be deployed on a temp basis as they would meet SSSC requirement</li> </ul>	<ul style="list-style-type: none"> <li>• List of Supply Staff APT&amp;C/School Nurses and Teaching staff available to Manager</li> <li>• List of contact details for all Residence Managers</li> </ul>
	<b>(b, f)</b>	<b>8, 12</b>	Loss of buildings, utilities	<ul style="list-style-type: none"> <li>• Some children to be sent home depending on the distance to travel.</li> <li>• For those in remote and island communities, alternative arrangements made:</li> <li>• Establish temp accommodation in a school setting</li> </ul>	<ul style="list-style-type: none"> <li>• Make use of resource held at key council; offices eg Tigh na Sgire as used in community emergency situations</li> <li>• Contact details for above in each area eg Ward Managers and Head Teachers</li> <li>• Transport for young people to get home and, in getting to school in the short term.</li> <li>• Plockton, Portree, Mallaig all have a back-up generator</li> <li>• Ardnamurhcan and Ullapool – move pupils to school and home ( small numbers of pupils)</li> </ul>

<b>CRITICAL BUSINESS AREA 24/7</b>					
<b>Critical Business Area as identified in the BIA</b>	<b>Risk No. as listed in the BIA</b>	<b>Risk Rating taken from the BIA</b>	<b>Risk description as listed in the General BCP</b>	<b>Preventative/Mitigatory Measures</b>	<b>Contingency Arrangements</b>
	(c)	9	Loss of communication	<ul style="list-style-type: none"> <li>• Staff are located across a number of sites and all have a copy of emergency contact numbers to support communication</li> <li>• Analogue line in each establishment</li> </ul>	<ul style="list-style-type: none"> <li>• Analogue telephone for each establishment</li> </ul>
<b>Provision of Schooling (Exam Time)</b>	<b>CAL 03 (a)</b>	8	Loss of staff	<ul style="list-style-type: none"> <li>• Staff- minimal risk given main issue would relate to invigilation staff requirements rather than across the entire school.</li> </ul>	<ul style="list-style-type: none"> <li>• List of invigilators, with cover arrangements (reserve list) available if required.</li> </ul>
	(b)	8	Loss of Buildings	<ul style="list-style-type: none"> <li>• The risk relates mainly to the loss of facilities from which the exams would be provided, mainly school halls.</li> </ul>	<ul style="list-style-type: none"> <li>• Other local facilities, including other local schools, village halls, etc., could be used.</li> <li>• Each school will consider what their nearest and most appropriate alternative solutions would be, and ensure a list with appropriate contact details is maintained.</li> </ul>

<b>CRITICAL BUSINESS AREA 24/7</b>					
<b>Critical Business Area as identified in the BIA</b>	<b>Risk No. as listed in the BIA</b>	<b>Risk Rating taken from the BIA</b>	<b>Risk description as listed in the General BCP</b>	<b>Preventative/Mitigatory Measures</b>	<b>Contingency Arrangements</b>
	(d,e,f)	12	Loss of ICT, Internet, Utilities	<ul style="list-style-type: none"> <li>• Enhanced 4 or 5 star service is provided from contracted ICT provider during key aspects of the school session, incl exam times.</li> <li>• Backup links for some schools with radio pathfinder links explored.</li> <li>• Loss of internet would affect the completion of digital exams for some pupils with ASN. An alternative would be to use a reader and scribe, but pupils may not be practiced in using these supports.</li> </ul>	<ul style="list-style-type: none"> <li>• Copies of exam papers could be arranged via other schools or SQA direct where required.</li> <li>• It is noted that for particular ASN pupils, loss of ICT may be a particular challenge in the sitting of exams. The mitigation would be for HTs to have copies of required digital exams on disc in a locked cabinet, to cover this eventuality.</li> </ul>
	(h)	8	Loss of external suppliers	<ul style="list-style-type: none"> <li>• Transport – loss of school transport contractors would be the most significant issue. This may be particularly critical for pupils with physical needs who would require adapted transport.</li> <li>• In terms of mitigation, the Council has contractual arrangements in place for school transport which (a) contractually oblige the contractor to put in place alternative arrangements where the contractor is unable to directly fulfil the contract and (b) which allows the Council to step in and make its own arrangements where necessary.</li> </ul>	<ul style="list-style-type: none"> <li>• Local transport officers can be contacted to discuss what alternative transport arrangements could be provided, e.g. from alternative contracted providers, public transport routes, taxi service, parental transport.</li> </ul>



<b>CRITICAL BUSINESS AREA 24/7</b>					
<b>Critical Business Area as identified in the BIA</b>	<b>Risk No. as listed in the BIA</b>	<b>Risk Rating taken from the BIA</b>	<b>Risk description as listed in the General BCP</b>	<b>Preventative/Mitigatory Measures</b>	<b>Contingency Arrangements</b>
	(j)	8	Loss of critical or sensitive data	<ul style="list-style-type: none"> <li>• Schools are clear on SQA security guidelines around exam papers.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Any loss would be reported and duly investigated.</li> </ul>
<b>Evolve System</b>	<b>CAL 04 (d,e,f)</b>	8	Loss of ICT, Loss of Internet, Loss of Utilities	<ul style="list-style-type: none"> <li>• The Evolve system is provided by supplier EduFOCUS. It is cloud-based which provides resilience in terms of failure VS server based systems.</li> <li>• The service agreement with eduFOCUS provides for obligations on the supplier in relation to service availability and backup.</li> </ul>	<ul style="list-style-type: none"> <li>• Manual contingency processes will be established to provide a solution in the event of system unavailability.</li> </ul>
	(j)	8	Loss of critical or sensitive data	<ul style="list-style-type: none"> <li>• The service agreement with eduFOCUS provides for obligations on the supplier in relation to data security.</li> <li>• HLH and THC staff are aware of information security requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Any loss would be reported and duly investigated.</li> </ul>
<b>Commissioned Adult Services</b>	<b>CAL 05 (h)</b>	5	Loss of External Suppliers	<ul style="list-style-type: none"> <li>• NHS Adult care services have contracts with a range of providers</li> </ul>	<ul style="list-style-type: none"> <li>• In house services can be provided on a temporary basis</li> <li>• Spot purchase arrangements can be agreed with other providers</li> </ul>
<b>Out of Hours Social Work</b>	<b>CAL 06 (a,i)</b>	9, 8	Loss of Staff Excess Demand	<ul style="list-style-type: none"> <li>• The out of hours team is very small and relies on staff working flexibly and providing additional cover for sickness and times when the demand for the service is high</li> </ul>	<ul style="list-style-type: none"> <li>• Existing staff work additional hours</li> <li>• Day time staff can be called in to assist during times when demand for service is high</li> </ul>

**CRITICAL BUSINESS AREA****24/7**

Critical Business Area as identified in the BIA	Risk No. as listed in the BIA	Risk Rating taken from the BIA	Risk description as listed in the General BCP	Preventative/Mitigatory Measures	Contingency Arrangements
	(c,d,f)	12	Loss of Communications, ICT and Utilities	<ul style="list-style-type: none"><li>•The Out of Hours team has a process for dealing with referrals when the Care First system is being upgraded</li><li>•The NHS Hub screen calls for the team</li></ul>	<ul style="list-style-type: none"><li>•Out of hours staff can work from home and when appropriate can seek assistance from the police in undertaking home visits</li><li>•Staff have mobiles</li><li>•Staff can work from the NHS Hub and link into their contingency arrangements</li></ul>

**CRITICAL BUSINESS AREA  
UP TO 3 DAYS**

Critical Business Area as identified in the BIA	Risk No. as listed in the BIA	Risk Rating taken from the BIA	Risk description as listed in the General BCP	Preventative/Mitigatory Measures	Contingency Arrangements
<b>Care and Protection</b>	<b>CAL 07 (a)</b>	<b>12</b>	Loss of staff	<ul style="list-style-type: none"> <li>• Within each area Family teams can arrange cover for one another.</li> </ul>	<ul style="list-style-type: none"> <li>• If necessary, staff cover can be provided across areas. In extremis agency staff can be engaged.</li> <li>• Critical issues are escalated to Head of Service/Director.</li> </ul>
	<b>(c )</b>	<b>9</b>	Loss of communications	<ul style="list-style-type: none"> <li>• Staff are located across numerous sites.</li> </ul>	<ul style="list-style-type: none"> <li>• Re-location of staff or working from home.</li> </ul>
	<b>(d, f)</b>	<b>12</b>	Loss of ICT, utilities		
	<b>(j)</b>	<b>6</b>	Loss of critical or sensitive data	<ul style="list-style-type: none"> <li>• Staff are aware of risks and have procedures in place.</li> </ul>	<ul style="list-style-type: none"> <li>• Breaches are reported and investigated and any improvement in processes implemented.</li> </ul>
	<b>(k)</b>	<b>8</b>	Loss of reputation	<ul style="list-style-type: none"> <li>• Reputational risk is reduced through staff training and procedures, and management oversight.</li> </ul>	<ul style="list-style-type: none"> <li>• Critical issues are escalated to Head of Service/Director.</li> <li>• Serious case reviews are conducted via the Child Protection Committee.</li> </ul>

<b>CRITICAL BUSINESS AREA UP TO 3 DAYS</b>					
<b>Critical Business Area as identified in the BIA</b>	<b>Risk No. as listed in the BIA</b>	<b>Risk Rating taken from the BIA</b>	<b>Risk description as listed in the General BCP</b>	<b>Preventative/Mitigatory Measures</b>	<b>Contingency Arrangements</b>
<b>Children's foster care</b>	<b>CAL 08 (c)</b>	9	Loss of communication	<ul style="list-style-type: none"> <li>• Staff are based across a number of localities</li> </ul>	<ul style="list-style-type: none"> <li>• Staff would re-locate or work from home.</li> <li>• Paper records would be kept.</li> </ul>
	<b>(d.f)</b>	12	Loss of ICT, utilities		
	<b>(h)</b>	9	Loss of external suppliers	<ul style="list-style-type: none"> <li>• Reliance on external suppliers is low.</li> </ul>	<ul style="list-style-type: none"> <li>• There is more than one external supplier</li> </ul>
	<b>(j)</b>	6	Loss of critical or sensitive data	<ul style="list-style-type: none"> <li>• Staff are aware of risks and have procedures in place.</li> </ul>	<ul style="list-style-type: none"> <li>• Breaches are reported and investigated and any improvement in processes implemented.</li> </ul>
<b>Care First System</b>	<b>CAL 09 (d,e,f)</b>	8	Loss of ICT, Internet, utilities	<ul style="list-style-type: none"> <li>• Routine backups are undertaken including a full cold backup every Monday.</li> <li>• In the event of any failings in local ICT hardware, software or network connectivity, the Council's contracted ICT provider has in place disaster recovery arrangements which would activate services within up to 48 hours.</li> </ul>	<ul style="list-style-type: none"> <li>• For the main assessments in the system, paper based back up provision is in place for recording. This applies to the child's plan.</li> <li>• In relation to payments, the Finance Service's BCP arrangements for financial payments would apply.</li> </ul>

**CRITICAL BUSINESS AREA  
UP TO 3 DAYS**

Critical Business Area as identified in the BIA	Risk No. as listed in the BIA	Risk Rating taken from the BIA	Risk description as listed in the General BCP	Preventative/Mitigatory Measures	Contingency Arrangements
	(j)	8	Loss of critical or sensitive data	<ul style="list-style-type: none"> <li>• The Council has PSN accreditation, Information Management procedures incl information asset registers, retention schedules and an ongoing review of secure record stores. An acceptable use of ICT policy is in place.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Policies are in place to ensure that where appropriate, data breaches are reported and investigations undertaken.</li> <li>• A review is ongoing with NHSH to consider the appropriate hosting arrangements for administration of the Care1st system.</li> </ul>
<b>Management of Sex Offenders</b>	<b>CAL 10 (a,h)</b>	6	Loss of staff Loss of External Suppliers	<ul style="list-style-type: none"> <li>• Criminal Justice Social Work staff work with the Police in monitoring sex offenders</li> </ul>	<ul style="list-style-type: none"> <li>• Staff from other areas can be asked to cover cases in addition to the police assisting</li> <li>• Arrangements can be set up to spot purchase services from other providers</li> </ul>
<b>Children's Welfare (School Absence)</b>	<b>CAL 11 (a)</b>	8	Loss of staff	<ul style="list-style-type: none"> <li>• Cover arrangements are in place within schools for staff (guidance teachers and admin staff) dealing with children's welfare.</li> <li>• Data and information held in relation to the pupil can be accessed by more than 1 member of staff if required.</li> </ul>	<ul style="list-style-type: none"> <li>• In extremis, and unavailability of guidance or other staff routinely dealing with child welfare matters, other teaching or non-teaching staff would provide cover.</li> <li>• Contingency arrangements relating to SEEMIS the schools management information system are dealt with separately (see CAL 12 below).</li> </ul>

**CRITICAL BUSINESS AREA  
UP TO 3 DAYS**

Critical Business Area as identified in the BIA	Risk No. as listed in the BIA	Risk Rating taken from the BIA	Risk description as listed in the General BCP	Preventative/Mitigatory Measures	Contingency Arrangements
	(c )	12	Loss of communications	<ul style="list-style-type: none"> <li>• Telephone communications plays an essential role in child welfare and absence from school.</li> <li>• In the event that telephone communications are not available, for contacting parents, guardians, or other departments or agencies connected with a child's welfare, other means of communication can be used e.g. email.</li> <li>• When the child is in school and for any reason contact with a parent cannot be made due to communication issues, the child would be looked after within the school environment until such time as contact could be made.</li> </ul>	<ul style="list-style-type: none"> <li>• Alternative contact details will be held for parents, guardians and other key contacts e.g. email as well as phone numbers.</li> <li>• Contingency arrangements relating to SEEMIS the schools management information system are dealt with separately (see CAL 12 below).</li> </ul>
	(d,e,f,h)	8	Loss of ICT, Loss of Internet, Loss of Utilities Loss of external suppliers	<ul style="list-style-type: none"> <li>• The Council's contracted ICT provider has in place disaster recovery arrangements which would activate services within up to 48 hours.</li> </ul>	<ul style="list-style-type: none"> <li>• Paper based systems and processes would be deployed in the event of ongoing issues with access to ICT.</li> </ul>

<b>CRITICAL BUSINESS AREA UP TO 3 DAYS</b>					
<b>Critical Business Area as identified in the BIA</b>	<b>Risk No. as listed in the BIA</b>	<b>Risk Rating taken from the BIA</b>	<b>Risk description as listed in the General BCP</b>	<b>Preventative/Mitigatory Measures</b>	<b>Contingency Arrangements</b>
	(j)	8	Loss of critical or sensitive data	<ul style="list-style-type: none"> <li>•The Council has PSN accreditation, Information Management procedures incl information asset registers, retention schedules and an ongoing review of secure record stores. An acceptable use of ICT policy is in place.</li> </ul>	<ul style="list-style-type: none"> <li>•Policies are in place to ensure that where appropriate, data breaches are reported and investigations undertaken.</li> </ul>
<b>Schools Information Management System</b>	<b>CAL 12 (d,e,f)</b>	8	Loss of ICT, Loss of Internet, Loss of Utilities	<ul style="list-style-type: none"> <li>•SEEMIS LLP (the MIS provider) have their own disaster recovery arrangements which includes 2 operational data centres to provide backup, although this arrangement will not be operational until later in 2015.</li> <li>•In the event of any failings in local ICT hardware, software or network connectivity, the Council's contracted ICT provider has in place disaster recovery arrangements which would activate services within up to 48 hours.</li> </ul>	<ul style="list-style-type: none"> <li>•As a contingency, in the event that neither SEEMIS LLP nor the Council's contracted ICT provider can resolve issues or put in place fall-back arrangements, the Council's own plans would be to revert to manual/paper based systems. Some guidance on this is in place for schools but should be further developed.</li> </ul>

**CRITICAL BUSINESS AREA  
UP TO 3 DAYS**

Critical Business Area as identified in the BIA	Risk No. as listed in the BIA	Risk Rating taken from the BIA	Risk description as listed in the General BCP	Preventative/Mitigatory Measures	Contingency Arrangements
Schools Information Management System ( <i>continued</i> )	CAL 12 (d,e,f)	8	Loss of ICT, Loss of Internet, Loss of Utilities ( <i>continued</i> )	<ul style="list-style-type: none"> <li>•The Council also has enhanced service arrangements with its contracted ICT provider, in relation to key parts of the academic year. Schools have enhanced 4* service in Aug/Sept for statistical reporting requirements and Nov/Dec for prelim exams. 5* enhanced service is in place during Mar, May, Jun for SQA exams.</li> </ul>	<ul style="list-style-type: none"> <li>•The most business critical aspects of the MIS relate to pupil attendance (and absence recording) and parental contact details, which are fundamental to child protection.</li> <li>•Other aspects of the MIS functionality, are not business critical in nature in the short-term, or suitable work-arounds can be established.</li> </ul>
	(h)	5	Loss of External Suppliers	<ul style="list-style-type: none"> <li>•SEEMIS LLP, the MIS provider, is a partnership of all 32 Local Authority's using the system. While conceivably circumstances could arise which put into question the organisation's ongoing viability, it is inconceivable that the 32 LA partners would not put in place appropriate action to stabilise the position.</li> <li>•As stated directly above, both SEEMIS LLP and the Council's contracted ICT provider have their own business continuity and disaster recovery arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>•The LLP partnership agreement has provisions which cover contingency arrangements in the event of any issues impacting on the LLP's ongoing viability.</li> <li>•In the event of an ICT supplier being lost, for whatever reason, the contingency arrangements described directly above, in relation to business critical aspects of the SEEMIS system, would apply.</li> </ul>



<b>CRITICAL BUSINESS AREA UP TO 3 DAYS</b>					
<b>Critical Business Area as identified in the BIA</b>	<b>Risk No. as listed in the BIA</b>	<b>Risk Rating taken from the BIA</b>	<b>Risk description as listed in the General BCP</b>	<b>Preventative/Mitigatory Measures</b>	<b>Contingency Arrangements</b>
	(j)	8	Loss of Critical or Sensitive Data	<ul style="list-style-type: none"> <li>•The Council has PSN accreditation, Information Management procedures incl information asset registers, retention schedules and an ongoing review of secure record stores. An acceptable use of ICT policy is in place.</li> <li>•SEEMIS LLP is working towards ISO 270001 accreditation in relation to PSN compliance.</li> </ul>	<ul style="list-style-type: none"> <li>•Policies are in place to ensure that where appropriate, data breaches are reported and investigations undertaken.</li> </ul>
<b>Home support for children with disabilities</b>	<b>CAL 13 (a)</b>	<b>12</b>	Loss of staff	<ul style="list-style-type: none"> <li>•Support is provided through a mix of in-house and external suppliers.</li> <li>•Reputational risk is reduced through staff training and procedures, and management oversight.</li> </ul>	<ul style="list-style-type: none"> <li>•There is more than one external supplier.</li> <li>•Critical issues are escalated to Head of Service/Director.</li> </ul>
	(c)	9	Loss of communications	<ul style="list-style-type: none"> <li>•Staff are located across more than one site.</li> </ul>	<ul style="list-style-type: none"> <li>•Staff could be re-located or work from home.</li> </ul>
	(d,f)	12	Loss of ICT, utilities		
	(h)	9	Loss of external suppliers	<ul style="list-style-type: none"> <li>•More than one external supplier is used.</li> </ul>	<ul style="list-style-type: none"> <li>•Priority cases would receive a service.</li> </ul>
	(j)	6	Loss of critical or sensitive data	<ul style="list-style-type: none"> <li>•Staff are aware of risks and have procedures in place.</li> </ul>	<ul style="list-style-type: none"> <li>•Breaches are reported and investigated and any improvement in processes implemented.</li> </ul>

**CRITICAL BUSINESS AREA  
UP TO 3 DAYS**

Critical Business Area as identified in the BIA	Risk No. as listed in the BIA	Risk Rating taken from the BIA	Risk description as listed in the General BCP	Preventative/Mitigatory Measures	Contingency Arrangements
	(k)	6	Loss of reputation	<ul style="list-style-type: none"> <li>•Reputational risk is reduced through staff training and procedures, and management oversight.</li> <li>•Good relationships are maintained with service users and the Third Sector.</li> </ul>	<ul style="list-style-type: none"> <li>•Critical issues are escalated to Head of Service/Director.</li> <li>•Serious case reviews are conducted via the Child Protection Committee.</li> </ul>

**CRITICAL BUSINESS AREA  
UP TO 7 DAYS**

<b>Critical Business Area as identified in the BIA</b>	<b>Risk No. as listed in the BIA</b>	<b>Risk Rating taken from the BIA</b>	<b>Generic Impacts as listed in the General BCP</b>	<b>Preventative/Mitigatory Measures</b>	<b>Contingency Arrangements</b>
<b>Mental Health Officers</b>	<b>CAL 14 (a)</b>	<b>9</b>	Loss of Staff	<ul style="list-style-type: none"> <li>• Mental Health officers require additional training to undertake this role</li> </ul>	<ul style="list-style-type: none"> <li>• Staff from other areas to respond to referrals</li> <li>• Ensure that NHS Highland agrees to release Adult Social Care staff to undertake training</li> </ul>
	<b>(d,e,f)</b>	<b>8</b>	Loss of ICT, Internet, Utilities	<ul style="list-style-type: none"> <li>• Staff are located across Highland and can work from home</li> </ul>	<ul style="list-style-type: none"> <li>• Staff can work from another base including the hospital which has contingency arrangements for loss of power</li> </ul>
	<b>(i)</b>	<b>15</b>	Excess Demand	<ul style="list-style-type: none"> <li>• The Mental Health Officer Service is a statutory service with the expectation that all referrals will be responded to</li> </ul>	<ul style="list-style-type: none"> <li>• Waiting list for less urgent referrals</li> <li>• Working with Colleagues in NHS Highland to encourage more people to make Power of Attorney arrangements before they become incapable</li> </ul>
	<b>(j)</b>	<b>8</b>	Loss of critical or sensitive data	<ul style="list-style-type: none"> <li>• Mental Health Officers have access to confidential medical information. This has to be stored and shared appropriately</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure all staff are aware of Data Protection legislation</li> <li>• Ensure staff record electronic and written information appropriately</li> </ul>

<b>CRITICAL BUSINESS AREA UP TO 7 DAYS</b>					
<b>Critical Business Area as identified in the BIA</b>	<b>Risk No. as listed in the BIA</b>	<b>Risk Rating taken from the BIA</b>	<b>Generic Impacts as listed in the General BCP</b>	<b>Preventative/Mitigatory Measures</b>	<b>Contingency Arrangements</b>
<b>Provision of Schooling (Term Time)</b>	<b>CAL 15 (a,b,c,d ,e,f,g,h, j)</b>	<b>4, 8, 9</b>	Loss of staff, buildings, communications , ICT, internet, utilities, internal suppliers, external suppliers. Loss of critical or sensitive data.	<ul style="list-style-type: none"> <li>• There are already instances where a school or schools may be unavailable for up to 7 days e.g. through adverse weather events. As a result, and where outwith exam time (see CAL 03), this critical area has been placed in the 'up to 7 days' category in recognition of the challenges of putting in place appropriate alternative arrangements, and an acceptance that for a short time period, loss of service may be acceptable.</li> <li>• This issue may be more acute for pupils attending special schools due to the accessibility required in an substitute building.</li> </ul>	<ul style="list-style-type: none"> <li>• In relation to loss of buildings or loss of utilities impact on the building, where appropriate, and alternative local accommodation exists, this will be discussed at a local level, giving consideration to decant and travel implications associated with a short-term move.</li> <li>• In relation to school transport, modifications to existing route arrangements, or engagement with contractors about additional provision would be initiated.</li> </ul>
<b>Highlife Highland Commissioned Services</b>	<b>CAL 16 (h)</b>	<b>3</b>	Loss of external suppliers	<ul style="list-style-type: none"> <li>• HLH has its own business continuity plan arrangements.</li> <li>• For a short to medium term period, loss of service could be accommodated/accepted based on nature of service provided.</li> </ul>	<ul style="list-style-type: none"> <li>• HLH activate its own Business Continuity Plan.</li> <li>• THC/HLH liaise to agree appropriate alternative arrangements, or an accepted position regards loss of service.</li> </ul>

## ACTION PLAN

CRITICAL BUSINESS AREA & RISK REFERENCE	PREVENTATIVE ACTIONS AND RESOURCES REQUIRED	CONTINGENCY ARRANGEMENTS PENDING COMPLETION OF ACTION	LEAD OFFICER	TARGET DATE	DATE COMPLETE
General	Dissemination of the agreed Business Continuity Plan to relevant persons in the Service	Not applicable	Brian Porter	Sept 2015	
CAL 01 Children's Residential care	Ensure contingency plans are up to date for each council residential home	Existing plans in use	Neil Campbell Residential Resource Manager	Sept 2015	
CAL 02 School Hostels (term time)	List of staff able to cover in event of loss of staff to be reviewed and maintained on ongoing basis  Hostel contingency plans to be reviewed and updated	Existing lists and arrangements in place	Margaret Ann Beaton Residence Manager	Dec 2015	
CAL 03 Provision of schooling (exam time)	School contingency plans to be reviewed and updated.	Existing plans and arrangements in place	Individual Head Teachers	June 2016	
CAL 04 EVOLVE system	Manual based backup processes to be developed in the event of system failure/unavailability.	Workarounds to be identified	Will Manners Outdoor Education, HLH	Jan 2016	

CAL07 Care and Protection	Review processes for handling critical and sensitive data  Agree local plan to decant staff if required.	Existing processes and guidance will apply.	Dawn Grant, Kath McAvoy, Debbie Milton, Mairi Morrison. Children's Services managers	Oct 2015	
CAL 08 Children's foster care	Review processes for handling critical and sensitive data	Existing processes in place	Alison Gordon Resource Manager for Fostering and Adoption	Oct 2015	
CAL 09 Care First System	Review hosting/administration arrangements with NHSH	NHSH arrangements apply.	Brian Porter Head of Resources	Dec 2015	
CAL 11 Children's Welfare (School Absence)	Review contingency arrangements, including backup contact and communication arrangements (see CAL 12 below)	Existing arrangements apply	Brian Porter Head of Resources	Dec 2015	

<p>CAL 12 Schools Management Information System</p>	<p>Further guidance to schools to be developed on contingency arrangements (manual/paper based systems) in the event of the Schools Management Information System not being available, in particular in relation to school attendance and absence recording, and parental contact information.</p>	<p>Existing guidance is in place and will be used meantime. With a reminder issues to schools.</p>	<p>Brian Porter</p>	<p>Dec 2015</p>	
<p>CAL 13 Home support for children with disabilities</p>	<p>Review processes for handling critical and sensitive data</p> <p>Agree local plan to decant staff if required.</p>	<p>Existing processes and guidance will apply.</p>	<p>Dawn Grant, Kath McAvoy, Debbie Milton, Mairi Morrison. Children's Services managers</p>	<p>Oct 2015</p>	
<p>CAL 14 Mental Health Officers</p>	<p>Review contingency arrangements including staff training and backup to electronic systems</p>	<p>Existing processes and arrangements apply</p>	<p>Fiona Palin</p>	<p>Dec 2015</p>	

**INCIDENT RESPONSE PLAN  
– BLANK TEMPLATE FOR USE IN EVENT OF INCIDENTS**

**Immediate Response Checklist**

<b>INCIDENT RESPONSE</b>	<b>✓</b>	<b>ACTIONS TAKEN</b>	<b>REMARKS</b>
Have you:			
• assessed the severity of the incident?	<input type="checkbox"/>		
• evacuated the site if necessary?	<input type="checkbox"/>		
• accounted for everyone?	<input type="checkbox"/>		
• identified any injuries to persons?	<input type="checkbox"/>		
• contacted Emergency Services if necessary?	<input type="checkbox"/>		
• started an Event Log?	<input type="checkbox"/>		
• activated your response plan?	<input type="checkbox"/>		
• activated staff members and resources?	<input type="checkbox"/>		
• appointed a spokesperson?	<input type="checkbox"/>		
• gained more information as a priority?	<input type="checkbox"/>		



• briefed team members on incident?	<input type="checkbox"/>		
• allocated specific roles and responsibilities?	<input type="checkbox"/>		
• identified any damage?	<input type="checkbox"/>		
• identified critical business activities that have been disrupted?	<input type="checkbox"/>		
• briefed your Service Director?	<input type="checkbox"/>		
• kept staff informed?	<input type="checkbox"/>		
• contacted key stakeholders?	<input type="checkbox"/>		
• understood and complied with any regulatory/compliance requirements?	<input type="checkbox"/>		
• initiated media/public relations response?	<input type="checkbox"/>		



**ROLES AND RESPONSIBILITIES.**

<b>Role</b>	<b>Designated Employee(s)</b>	<b>Alternate</b>
<i>Director of Care and Learning, Crisis Response Team Leader</i>	Name: Bill Alexander Contact Information: 01463	Name: Brian Porter, Head of Resources Contact Information: 01463 702805 07824 519667
<p><i>Emergency Responsibilities:</i></p> <ul style="list-style-type: none"> <li>• <i>Head of Service Crisis Response Team</i></li> <li>• <i>Ensure the Business Continuity Plan has been activated</i></li> <li>• <i>Oversee smooth implementation of the response and recovery section of the plan</i></li> <li>• <i>Determine the need for and activate the use of an alternate operation site and other continuity tasks</i></li> <li>• <i>Communicate with key stakeholders as needed</i></li> <li>• <i>Provide important information to the Communication Officer for distribution</i></li> <li>• <i>Keep key staff apprised of any changes to situation</i></li> </ul>		

<b>Role</b>	<b>Designated Employee(s)</b>	<b>Alternate</b>
Head of Additional Support	Name: Bernadette Cairns Contact Information: 01463 702876 07717 800164	Name: Any other Service Crisis Response Team member listed in this section.
<p><i>Emergency Responsibilities:</i></p> <ul style="list-style-type: none"> <li>• <i>Member of the Service Crisis Response Team</i></li> <li>• <i>Alternate for other members of the Service Crisis Response Team in their absence</i></li> </ul>		

<b>Role</b>	<b>Designated Employee(s)</b>	<b>Alternate</b>
Head of Adult Services	Name: Fiona Palin Contact Information: 01463 702874 07748 703810	Name: Any other Service Crisis Response Team member listed in this section.
<p><i>Emergency Responsibilities:</i></p> <ul style="list-style-type: none"> <li>• <i>Member of the Service Crisis Response Team</i></li> <li>• <i>Alternate for other members of the Service Crisis Response Team in their absence</i></li> <li>• <i>Service Crisis Response lead in relation to risks CAL 05, 06, 10, 14, 16</i></li> </ul>		

<b>Role</b>	<b>Designated Employee(s)</b>	<b>Alternate</b>
Head of Children's Services	Name: Sandra Campbell Contact Information: 01463 702819 07788 387491	Name: Any other Service Crisis Response Team member listed in this section.
<p><i>Emergency Responsibilities:</i></p> <ul style="list-style-type: none"> <li>•Member of the Service Crisis Response Team</li> <li>•Alternate for other members of the Service Crisis Response Team in their absence</li> <li>•Service Crisis Response lead in relation to risks 01, 07, 08, 13</li> </ul>		

<b>Role</b>	<b>Designated Employee(s)</b>	<b>Alternate</b>
Head of Education	Name: Jim Steven Contact Information: 01463 702804 07557 566483	Name: Any other Service Crisis Response Team member listed in this section.
<p><i>Emergency Responsibilities:</i></p> <ul style="list-style-type: none"> <li>•Member of the Service Crisis Response Team</li> <li>•Alternate for other members of the Service Crisis Response Team in their absence</li> <li>•Service Crisis Response lead in relation to risks 03, 11, 15</li> </ul>		

<b>Role</b>	<b>Designated Employee(s)</b>	<b>Alternate</b>
Head of Resources	Name: Brian Porter Contact Information: 01463 702805 07824 519667	Name: Any other Service Crisis Response Team member listed in this section.
<p><i>Emergency Responsibilities:</i></p> <ul style="list-style-type: none"> <li>•Member of the Service Crisis Response Team</li> <li>•Alternate for the Director of Care and Learning in relation to the Service Crisis Response Team</li> <li>•Alternate for other members of the Service Crisis Response Team in their absence</li> <li>•Service Crisis Response lead in relation to risks 04, 09, 12</li> </ul>		

<b>Role</b>	<b>Designated Employee(s)</b>	<b>Alternate</b>
Area Care and Leisure Manager, South Area	Name: Callum Mackintosh Contact Information: 01463 702074 07454 182051	Name: Any other Service Crisis Response Team member listed in this section.
<p><i>Emergency Responsibilities:</i></p> <ul style="list-style-type: none"> <li>•Member of the Service Crisis Response Team</li> <li>•Alternate for other members of the Service Crisis Response Team in their absence</li> </ul>		

<b>Role</b>	<b>Designated Employee(s)</b>	<b>Alternate</b>
Area Care and Leisure Manager, West Area	Name: Norma Young Contact Information: 01478 613697 01397 707350 07747 100667	Name: Any other Service Crisis Response Team member listed in this section.
<p><i>Emergency Responsibilities:</i></p> <ul style="list-style-type: none"> <li>•Member of the Service Crisis Response Team</li> <li>•Alternate for other members of the Service Crisis Response Team in their absence</li> </ul> <p><i>Service Crisis Response lead in relation to risks 02</i></p>		

<b>Role</b>	<b>Designated Employee(s)</b>	<b>Alternate</b>
Area Care and Leisure Manager, Mid and North Areas	Name: Maurice McIntyre Contact Information: 01349 868603 07810 506499	Name: Any other Service Crisis Response Team member listed in this section.
<p><i>Emergency Responsibilities:</i></p> <ul style="list-style-type: none"> <li>•Member of the Service Crisis Response Team</li> <li>•Alternate for other members of the Service Crisis Response Team in their absence</li> </ul>		

**KEY CONTACT LISTS**

**Contact List - Internal**

<b>Person</b>	<b>Contact number/s</b>	<b>Responsibilities</b>
Bill Alexander	See above	Leads Service Crisis Response Team
Bernadette Cairns	See above	Member of Service Crisis Response Team
Brian Porter	See above	Member of Service Crisis Response Team
Fiona Palin	See above	Member of Service Crisis Response Team
Jim Steven	See above	Member of Service Crisis Response Team
Sandra Campbell	See above	Member of Service Crisis Response Team
Callum Mackintosh	See above	Area C&L Manager – South
Norma Young	See above	Area C&L Manager – West
Maurice McIntyre	See above	Area C&L Manager – Mid and North
Highland Council Service Centre	01349 886606	Primary contact point for Council
Ruth Cleland	01463 702020	Corporate Communications
Evelyn Miller	01463 663346	Schools facilities Management
Sue Nield	01463 663348	Catering Service
Brigitte Johnstone	01463 702144	HR Business Partner
Fiona Malcolm	01463 702114	Legal Services
Colin Mackenzie	01463 702417	Insurance Team

**Contact List – External**

<b>Key Suppliers/contacts</b>	<b>Contact number/s</b>
<i>PPP1 Facilities Management Helpdesk</i>	01257 236557 (Mitie PFI)
<i>PPP2 Facilities Management Helpdesk</i>	08448 460676 (mears FM)
<i>Fujitsu Service Desk</i>	(0800 731) 2702
<i>Health and Social Care Out of Hours Service information</i>	0845 601 4813