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SECURITY

Business as Usual:

Why you need
Risk & Resilience plans
& how to create them

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SUMMARY

It is impossible to plan for every eventuality that may befall your business. But having a range of key plans in place to deal with major incidents will ensure your business continues to operate as efficiently as possible.

The most important aspect of risk and resilience planning is the creation and definition of a Critical Incident Team (CIT). This team has the responsibility to implement the specific plans created, but more importantly, are responsible for handling any unforeseen incidents that do not have a specific plan in place.

This document provides considerations for a range of incident types, designed to assist you when creating your own risk and resilience plans. Of course, risks differ between every business, not just the risks posed to them, but the businesses own appetite for risk. Whilst this document does not provide an exhaustive list of incidents you may wish to plan for, it does highlight some common issues that could impact every business. These considerations should be seen as guidelines for your own planning and be adapted to suit the specific needs of your business.

Finally, we must remember that plans can date quickly. It is therefore crucial that you review your risk and resilience plans at least annually to maintain their relevance and reflect any business changes.

The most important aspect of risk and resilience planning is the creation and definition of a Critical Incident Team (CIT).



CREATING A CRITICAL INCIDENT TEAM

The Critical Incident Team (CIT) has the experience, responsibility and authority to direct resources in response to an incident in order to reduce the impact to the business. They play a vital role in implementing risk and resilience plans and procedures, providing the knowledge and experience to deal with the incident and communicate actions effectively and efficiently to the wider business.

The CIT should be made up of members of the senior management team, covering a breadth of departments, for example a CIT may include the Managing Director as well as senior representatives from HR & Communications, Finance, and Security. You may also choose to have representatives from your Commercial and Marketing departments, depending on the type of incident.

In addition to the key members of the CIT, you should appoint CIT Handlers. These should also be senior members of staff and are responsible for determining when an incident has been resolved or mitigated and when normal business operations can resume.

Without a CIT in place, risk and resilience plans will be difficult to not only create, but to implement. They form the backbone of effective incident response and hold ultimate responsibility for ensuring minimal disruption to business practices. Simply put, the CIT is the most important element of any risk and resilience planning.

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ACTION PLAN

FOR A PANDEMIC

Pandemics can occur very rapidly, which is why a comprehensive risk and resilience plan is necessary to prevent the pandemic from spreading and affecting even greater numbers of staff. Providing up to date advice and alternative working arrangements is key to keeping staff fit and healthy and ensuring that business continues as smoothly as possible in the circumstances.

Identifying skills gaps and training staff to cover roles is a key part of planning for a pandemic where numerous members of staff may be unable to conduct their duties.

Every businesses plan will be different and will need to be adapted to ensure it is fit for purpose, however; this document provides a foundation from which you can create your own plan to negate the effects of a pandemic. The guide below covers two levels of a pandemic, as well as actions that should be considered to ensure a smooth return to business as usual once the pandemic has ended.



LEVEL 1 – THREAT OF PANDEMIC IDENTIFIED

RISK:

Potential for disruption to carry out core duties due to insufficient personnel fit to attend due to illness or disruption to public transport or other infrastructure.

OBJECTIVE:

To reduce the likelihood and impact of a possible disruption due to a pandemic and to ensure the risk of infection is reduced for staff.

RISK REDUCTION ACTIONS:

- 1) Review latest information from external sources such as:
 - a. World Health Organisation
 - b. Foreign and commonwealth office
 - c. Department of Health
 - d. Health Protection Agency
- 2) Identify a pandemic coordinator and/or team with defined roles and responsibilities for preparedness and response planning. The planning process should include input from a wide range of stakeholders e.g. QHSE and trade union officials.
- 3) Ensure that the elevated threat of a flu pandemic is communicated to all staff and that vaccination against some strains of the flu virus is available at many high street pharmacies. Refresh staff on sick leave policies, procedures and any local escalation rules and ensure that they are aware of the contingency planning.
- 4) Identify the critical activities which have to continue during a pandemic, as well as the employees and other resources that support those activities (e.g. raw materials, suppliers, sub-contractor services/products, logistics, process controls, security). Consider how internal resources or personnel could be sourced, re-allocated, trained or granted authorisation to ensure that those activities are maintained.
- 5) Establish and/or update staff call-out details and an

emergency communications plan. Identify key contacts (and deputies), chain of communications (including suppliers, client and employees), and processes for tracking and communicating business and employee status.

- 6) Consider the following preparatory steps:
 - a) Prepare to disseminate easily-accessible information about pandemic flu to the workforce. This should be appropriate to the stage of alert (e.g. signs and symptoms of influenza, modes of transmission when this information is available), personal and family protection and response strategies (e.g. hand hygiene, coughing/sneezing etiquette, contingency plans). This should be based on information available on the Department for Health website.
 - b) Review any advice from an occupational health provider (if available).
 - c) Ensure that sick leave policies and any cover resources have been reviewed. Guidance on when someone can return to work post illness may be different depending on the specific type of pandemic.
 - d) Consider potential staff transport requirements as disruption to transportation may occur or be imposed by central government. Major restrictions on travel will need to be managed to ensure essential services are maintained.
 - e) Identify/source welfare facilities, supplies of hand gel, cleaning agents and any PPE as required by each site or task. PPE could include:
 - i) Face masks with a FFPP3 filtering piece
 - ii) Goggles
 - iii) Plastic disposable aprons, yvek suits
 - iv) Overshoes
 - v) Disposable gloves
 - vi) Disposable cloths
 - vii) Waste bags with ties

LEVEL 2 – PANDEMIC

RISK:

Potential for disruption to carry out core duties due to insufficient personnel fit to attend due to illness or disruption to public transport or other infrastructure.

OBJECTIVE:

To reduce:

- The likelihood and impact of infection to staff.
- The impact to service delivery.

RISK REDUCTION ACTIONS:

1. Implement strategies listed in Level 1.
2. The Pandemic co-ordinator/team should:
 - b) Monitor; review and communicate the typical symptoms of the pandemic; ensuring that management and staff are aware that anyone exhibiting these symptoms should be sent home and consult their GP.
 - c) Forecast and plan for employee absences during a pandemic; this should be guided by the external sources of information in Level 1 above. Staff may be absent during a pandemic for several reasons including; personal illness, family member illness, bereavement, possible disruption to other sectors for example closures of nurseries, schools or reduced public transport.
 - d) Implement steps to reduce the spread of the infection by limiting face to face contact where appropriate. Maximise remote working and use of tele-conference facilities whilst reducing non-essential staff travel and external training or non-critical business activity. Other changes to staff routine such as staggered shift changes and flexible working routines should be considered.
 - e) Monitor use and supply of hygiene equipment and PPE; ensure robust compliance with procedures.
 - f) Consider additional measures to reduce the risk of infection, such as more frequent cleaning on premises, and ensure the resources to achieve these will be available.

- g) Monitor and report on service delivery and identify any critical resource gaps; communicate with senior management to resolve prior to a service delivery failure.
- h) Monitor and record staff working routines, overtime accrued or additional resources to ensure that they are billed correctly.
- i) Prepare and deliver regular communications to staff, status updates and forecast any changes in the pandemic activity. Ensure regular communications and updates as the shortage develops/worsens. Provide timelines of likely service delivery failure.

RECOVERY

RISK:

That resumption of normal activities will not take place.

OBJECTIVE:

Return to business as usual.

RISK REDUCTION ACTIONS:

1. Communicate to staff and reward any staff who delivered exceptional service.
2. Ensure any service failures, additional charges and issues are recorded and correctly accounted for.
3. Ensure personnel have sufficient time off if working routines have been altered.
4. Reschedule shift times and transport arrangements to normal and ensure personnel are informed.
5. Ensure all provisions and equipment used are replenished.
6. wCarry out review and update continuity plan and equipment requirements as appropriate

ACTION PLAN FOR A PROTEST ACTION

Protest action can be extremely disruptive to many businesses, whether it is taking place close to your premises, affecting transport links and routes to your site, or influences your staff to partake in the action themselves. A robust risk and resilience plan for the action is vital for ensuring business continues as smoothly as possible during the disruption and everyone is aware of their designated responsibilities at every stage.

Every businesses plan will be different and will need to be adapted to ensure it is fit for purpose, however, this document provides a foundation from which you can create your own plan to negate the effects of protest action. The guide below covers three levels of protest action, as well as actions that should be considered to ensure a smooth return to business as usual once the protest has ceased.

LEVEL 1 – THREAT OF PROTEST ACTION IDENTIFIED.

RISKS:

1. Potential reduction in service delivery due to:
 - a. Inability of staff, suppliers or equipment to safely reach site due to obstruction
 - b. Inability of staff to operate vehicles or equipment safely
 - c. Damage to site
 - d. Reputational damage
2. Physical safety due to violence

OBJECTIVE:

To reduce the impact that a protest would have on operations, staff, reputation and service delivery.

RISK REDUCTION ACTION:

1. Communicate details of the likely protest to suppliers, staff and other stakeholders. Remind staff not to communicate with the media; this includes using social media to make comment or distribute pictures.
2. Assess the threat to the premises/staff; is the facility likely to be directly targeted or will it be impacted by protests at a nearby building?
3. Reduce site security risks; consider reducing access points and reviewing security mitigations in place. Additional resource may be required. Ensure that all staff including any additional manpower resource is correctly briefed, trained and prepared prior to the anticipated start date.
4. Review working routines; consider adjusting shift times, relocating staff, secondary entry/exit points, management meetings or other non-critical activities to avoid times when protesters may be present. Ensure clear communication of any changes to staff.
5. Review general resilience plans; communication with the security team and rehearsal of key procedures such as

evacuation or lock-down (as applicable). Brief security staff of responsibility and ensure that equipment is functioning.

6. Ensure that the call out details and management escalation details have been reviewed and updated.
7. If indications are that protester groups will be large, violent or attempt to breach the site, then communicate with the local police as early as possible.

LEVEL 2 – PROTEST ACTION OCCURRING AT PREMISES

RISKS:

1. Reduction in service delivery due to:
 - a. Inability of staff, suppliers or equipment to reach site
 - b. Inability of staff to operate vehicles or equipment
 - c. Damage to site
 - d. Reputation damage
2. Physical safety due to violence

OBJECTIVE:

To reduce the impact that the ongoing protest will have on operations, staff, reputation and service delivery.

RISK REDUCTION ACTIONS:

1. Implement strategies in Level 1 above.
2. Ensure/maintain safety of staff, visitors and contractors. Communicate with the protest group to ensure peaceful activity takes place.
3. Where possible and safe to do so, capture CCTV imagery and descriptions of the protesting individuals. Communicate this information to other sites that may be affected.
4. Report any criminal activity to the police immediately.

5. Brief management on the status of the protest activity; any possible additional resource requirements or significant developments.

6. Review regular and planned activities likely to be impacted by the protest action and ensure the continued safe movement of vehicles and staff.

7. Continually review working routines to ensure that the impact of the strike is reduced. Ensure clear communication of any changes to managers and staff.

8. Ensure accurate records are kept of any incidents or additional resource/manpower or equipment for billing records.

LEVEL 3 – EXTENDED PROTEST ACTION

RISKS:

1. Reduction in service delivery due to:
 - a. Inability of staff, suppliers or equipment to reach site
 - b. Inability of staff to operate vehicles or equipment
 - c. Damage to site
 - d. Reputation damage
2. Physical safety due to violence

OBJECTIVE:

To reduce the impact that the ongoing protest will have on operations, staff, reputation and service delivery.

RISK REDUCTION ACTIONS:

1. Continue to implement strategies at Level 1 and 2 above.
2. Seek guidance from HR and communications and consider how to handle press/media requests.
3. Ensure that correct internal escalation has taken place. Re-issue communications to all personnel and managers; consider a regular daily update as appropriate.
4. Review future operational requirements and consider impact of continued protest action to maintain current

and future service delivery requirements. This may include security resources and cost implications.

RECOVERY

RISK:

That resumption of normal activities will not take place.

OBJECTIVE:

Return to business as usual

RISK REDUCTION ACTIONS:

1. Communicate to staff and reward any staff who delivered exceptional service.
2. Ensure any service failures, additional charges and issues are recorded and correctly accounted for.
3. Ensure personnel have sufficient time off if working routines have been altered.
4. Ensure all provisions and equipment used are replenished.
5. Carry out review and update continuity plan and equipment requirements as appropriate.



ACTION PLAN

FOR A LOSS OF PREMISES

Loss of premises, without an effective plan, could be catastrophic for business continuity. Having a strong contingency plan in place should premises be lost ensures that your staff can continue to carry out their duties with minimal disruption.

Every businesses plan will be different and will need to be adapted to ensure it is fit for purpose, however, this document provides a foundation from which you can create your own plan to negate the effects of loss of premises. The guide below covers three levels of loss of premises, be it planned or unplanned, as well as actions that should be considered to ensure a smooth return to business as usual once the premises is back to functional status.



LEVEL 1 – ADVANCE NOTIFICATION OF AN ISSUE WHICH WILL RESULT IN LOSS OF ON-SITE PREMISES.

RISK:

Service delivery may be impacted due to the planned loss of a premises

OBJECTIVE:

To prepare staff, activities and processes to ensure continued service delivery during the loss of a business premises.

RISK REDUCTION ACTIONS:

1. Ensure that staff are familiar with the risk and resilience plans.
2. Ensure that staff are aware of their roles and responsibilities during an evacuation, business continuity or disaster recovery situation.
3. Identify critical and high value assets or resources (this could be people, property, information, service or function) that is vital to continued service delivery and will be disrupted by the loss of a building/site.
4. Ensure contingency plans are in place for each critical asset or resource. This contingency plan must be implemented prior to any agreed Recovery Time Objective (RTO) or SLA.
5. Ensure that contact details, call out lists and critical information is stored on IT systems that can be accessed from different locations.
6. Identify changes to work routines that can reduce the impact of the loss of a building – prioritise staff requirements. Can staff work remotely or from other areas? What resources would they require and where should these be stored?
7. If the loss of premises is likely to occur for a long period;

consider what logistical arrangements and costs or authorisations will be required or incurred by staff or contractors. Consider the priority order and numbers that staff or functions may require access to alternate office space.

LEVEL 2 – UNPLANNED LOSS OF PREMISES DUE TO AN EMERGENCY, NON-EMERGENCY OR OTHER INCIDENT.

RISKS:

1. Injury or damage to assets.
2. Service delivery impacted due to the unplanned loss of a premises or during relocation to disaster recovery site.

OBJECTIVES:

1. Ensure that:
 - a. All staff are safe, accounted for and informed.
 - b. Agreed service levels are maintained through the evacuation and relocation of staff.

RISK REDUCTION ACTIONS:

1. Manage incident as appropriate to save lives or reduce the chance of injury.
2. Ensure that reasonable steps are taken to:
 - a. Protect assets (people, property/equipment and information)
 - b. Reduce length of business interruption
 - c. Ensure a swift resumption of critical business processes and systems
 - d. Protect reputation
 - e. Maintain customer relations

f. Account for and communicate with involved staff or staff that may be impacted in the future

3. Communicate and escalate the invocation of the risk and resilience plan, this could be insurance teams, workplace teams or business unit directors.
4. Implement local disaster recovery plans.

LEVEL 3 – SHORT TO MEDIUM TERM RELOCATION OF STAFF.

RISK:

Service delivery impacted due to relocation of staff.

OBJECTIVE:

Ensure that agreed service levels are maintained until working routines can return to normal.

RISK REDUCTION ACTIONS:

1. Implement a priority order of working arrangements:
 - a. Critical roles or staff are provided alternate space at nearby alternative offices as appropriate.
 - b. Those with appropriate facilities and/or capability should work remotely.

RECOVERY

Risk:

That resumption of normal activities will not take place.

Objective:

Return to business as usual

Risk Reduction Actions:

1. Liaise with staff regarding return to normal service levels (if applicable).
2. Communicate to staff and reward any staff who delivered exceptional service.
3. Ensure any service failures, additional charges and issues are recorded and correctly accounted for.
4. Ensure personnel have sufficient time off if working routines have been altered.
5. Reschedule shift times and transport arrangements to normal and ensure personnel are informed.
6. Ensure all provisions and equipment used or lost are replenished as appropriate.
7. Carry out review and update continuity plan and equipment requirements as appropriate.



ACTION PLAN

FOR INDUSTRIAL ACTION

Strikes and industrial action are a huge threat to business continuity, which is why robust planning is essential. A key component to mitigating the impact of industrial action is ensuring that you have sufficient staff and skills coverage to mitigate employees taking part in the action.

Every businesses plan will be different and will need to be adapted to ensure it is fit for purpose, however, this document provides a foundation from which you can create your own plan to negate the effects of industrial action. The guide below covers four levels of industrial action, as well as actions that should be considered to ensure a smooth return to business as usual once the action has ceased.



LEVEL 1 – KNOWN THREAT OF INDUSTRIAL ACTION

RISK:

Potential for disruption to core activities due to industrial action.

OBJECTIVES:

To prepare for possible disruption and reduce the impact to core activities or staff.

RISK REDUCTION ACTIONS:

1. Identify staff and activities that may be part of the industrial action or that are likely to be affected by any disruption.
2. Ensure critical and contractual activities can be completed and/or staffed during strike period.
3. Escalate the industrial action details to management and indicate likely additional resource requirements. Consider appointing a senior manager to lead communication process and deal with any press enquiries or requests. Communicate with HR and communications teams to prepare press statements as appropriate.
4. Communicate with staff who are likely to strike and remind them of their obligations to picket peacefully.
5. Consider legal/regulatory compliance and how the potential industrial action may impact on activities such as the safe movement of vehicles and goods or vehicle searches. Risk assessments should be reviewed for these activities.
6. Review working routines; consider adjusting shift times, relocating staff, secondary entry/exit points, management meetings or other non-critical activities to avoid times when strikers may be present. Ensure clear communication of any changes to client and managers.
7. Ensure that all staff including any additional manpower resource is correctly briefed, trained and prepared prior to the anticipated start date.

LEVEL 2 – IMMEDIATE ACTION

RISK:

Industrial action taking place and causing disruption to core duties.

OBJECTIVE:

Reduce impact of industrial action and ensure sufficient personnel on-site to carry out all core tasks.

RISK REDUCTION ACTIONS:

1. Ensure that all actions in Level 1 above have been completed.
2. Ensure clear lines of communication with trade union/ senior managers of striking group are available to quickly resolve any incidents or safety concerns.
3. Brief management on the status of the industrial action and possible additional requirements or significant developments.
4. Review regular and forecasted activities that are impacted by the strike action and ensure the continued safe movement of vehicles and staff not participating in the action.
5. Continually review working routines to ensure the impact of the strike is reduced. Ensure clear communication of any changes to managers.
6. Ensure accurate records are kept; this should include:
 - a. Details those who strike and when.
 - b. Additional resource/manpower/equipment for billing records.
 - c. Any incidents or complaints by or against the protesting staff.

LEVEL 3 – 12-24 HOURS.

RISK:

Industrial action taking place and causing disruption to core duties.

OBJECTIVE:

Reduce impact of industrial action, monitor and communicate effectively and ensure sufficient personnel on-site to carry out all core tasks.

RISK REDUCTION ACTIONS:

1. Ensure actions at level 1 and 2 above have been completed.
2. Seek guidance from HR and communications and consider how to handle press/media requests.
3. Ensure continued lines of communication with staff taking part in industrial action and the community as appropriate.

LEVEL 4 – OVER 24 HOURS

RISK:

Industrial action taking place and causing disruption to core duties.

OBJECTIVE:

Reduce impact of industrial action, monitor and communicate effectively and ensure sufficient personnel on-site to carry out all core tasks.

RISK REDUCTION ACTIONS:

1. Ensure that correct internal escalation has taken place. Consider a regular daily update.
2. Re-issue communications to all managers and personnel; consider a regular daily update as appropriate.

3. Review future operational requirements and consider impact of continued industrial action to maintain current and future service delivery requirements.

RECOVERY

RISK:

That resumption of normal activities will not take place.

OBJECTIVE:

Return to business as usual.

RISK REDUCTION ACTIONS:

1. Communicate to staff and reward any staff who delivered exceptional service.
2. Ensure any service failures, additional charges and issues are recorded and correctly accounted for.
3. Review records of industrial action; ensure they are or have been stored, escalated and actioned appropriately.
4. Any complaint, misconduct or disciplinary issues should be investigated as soon as possible. Detail those who strike and when.
5. Ensure personnel have sufficient time off if working routines have been altered.
6. Reschedule shift times and transport arrangements to normal and ensure personnel are informed.
7. Ensure all provisions and equipment used are replenished.
8. Carry out review and update continuity plan and equipment requirements as appropriate. Inform and escalate to management as appropriate.



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ACTION PLAN

IN THE EVENT OF A FUEL SUPPLY DISRUPTION

Whilst this may seem like more of an issue for businesses with a fleet of their own, fuel shortages, if more severe, can have a major impact on all businesses. A lack of fuel could affect staff ability to travel, whether via their own means or by public transport. An inability for staff to access the office can lead to severe downtime in working processes unless alternative arrangements have been carefully planned.

Minimising the impact of fuel shortages relies heavily on communication with staff, keeping them informed of developments and actions they should take to alleviate the issues they may face.

Every businesses plan will be different and will need to be adapted to ensure it is fit for purpose, however, this document provides a foundation from which you can create your own plan to negate the effects of a fuel shortage. The guide below covers four levels of a fuel shortage, as well as actions that should be considered to ensure a smooth return to business as usual once the fuel supply has returned to normal.



LEVEL 1 – THREAT OF FUEL SUPPLY SHORTAGE IDENTIFIED.

RISKS:

Potential reduction in service delivery due to:

- a. Inability of staff, suppliers or equipment to reach site
- b. Inability of staff to operate vehicles or equipment

OBJECTIVES:

To reduce the impact that a future shortage of fuel would have on operations, staff and service delivery.

RISK REDUCTION ACTIONS:

1. Communicate details of the likely shortage to suppliers, staff and other stakeholders.
2. Identify critical activities, equipment, personnel or supplies that will be impacted by the shortage of fuel.
3. For each of the critical activities listed in 2 above; identify and communicate strategies that will:
 - a. Reduce the quantity of fuel required or used during operations.
 - b. Re-allocate resources to deliver key products/services.
4. Ensure that staff have considered their own transportation requirements. This could include car sharing, public transport alternatives or remote working. Working routines may need to be adjusted and consider any financial impact to staff and the business.
5. Ensure that any vehicles used on site are fully fuelled prior to any likely shortage. Short term hire of vehicles such as mini-buses or electric powered vehicles may be required, and planning should be completed at this stage.
6. Identify future events that may be impacted.

LEVEL 2 – FUEL SUPPLY SHORTAGE REPORTED AND/OR PUBLIC PANIC BUYING FUEL

RISK:

Reduction in service delivery due to:

- a. Inability of staff, suppliers or equipment to reach site
- b. Inability of staff to operate vehicles or equipment

OBJECTIVES:

- Ensure service delivery is maintained for as long as possible
- Maximise use of existing fuel stock.

RISK REDUCTION ACTIONS:

1. Implement strategies in Level 1 above.
2. Minimise use of company vehicles or equipment to critical journeys or activities only. Where travel is necessary, ensure that departments car share or use public transport as often as possible.
3. Review any external training, meeting or non-critical activity. On a case by case basis, cancel, re-arrange or conduct through video/telephone conferencing where appropriate.
4. Review staff/site working patterns to ensure maximum use of vehicle sharing or public transport. Ensure this is communicated to staff and teams as appropriate.
5. Identify where reductions in staff attending site can be made and discuss with staff in preparation for the shortage worsening.

LEVEL 3 – EXTENDED SHORTAGE OF FUEL SUPPLY

RISK: Reduction in service delivery due to:

- a. Inability of staff, suppliers or equipment to reach site
- b. Inability of staff to operate vehicles or equipment

OBJECTIVE:

- Ensure service delivery is maintained for as long as possible
- Maximise use of existing fuel stock.

RISK REDUCTION ACTIONS:

1. Implement strategies at Level 1 and 2 above.
2. Reduce staffing numbers and activities on-site to those which are critical; support staff travel where applicable and appropriate.
3. Only grant access to or use of company vehicles and equipment for critical journeys/activities only.
4. Cancel any external training, meetings or non-business critical activity.
5. Implement changes to staff/site working patterns to ensure maximum use of vehicle sharing, alternative travel methods or public transport. Ensure this is communicated and adhered to by all staff and teams as appropriate.
6. Plan a managed shutdown of site; communicate and discuss with the management team (responsibilities and requirements will vary between sites). Inform staff of plan and likely implementation date.

LEVEL 4 – EXTENDED DURATION AND PUBLIC FUEL SUPPLIES ARE EXHAUSTED

RISKS:

Significant impact on service levels and/or core duties. Site likely to be closed until shortage ends.

OBJECTIVES:

Ensure site is secure, closed effectively and managed by a skeleton crew/minimal team in preparation for service levels to resume when fuel shortage ends.

RISK REDUCTION ACTIONS:

1. Complete actions at 1, 2 and 3 above.
2. Maintain service delivery where possible; consider the priority order that service delivery ends based on safety and cost.
3. Maintain record of any service delivery failures.
4. Implement site shutdown/hibernation; ensure all items are secure and non-critical equipment/IT is turned off.
5. Implement regular site visits to maintain and/or confirm site security and serviceability.

RECOVERY

RISK:

That resumption of normal activities will not take place.

OBJECTIVES:

Return to business as usual

1. Communicate to staff and reward any staff who delivered exceptional service.
2. Ensure any service failures, additional charges and issues are recorded and correctly accounted for.
3. Ensure personnel have sufficient time off if working routines have been altered.
4. Reschedule shift times and transport arrangements to normal and ensure personnel are informed.
5. Ensure all provisions and equipment used are replenished.
6. Carry out review and update continuity plan and equipment requirements as appropriate.

ACTION PLAN

IN THE EVENT OF ADVERSE WEATHER

Adverse weather covers a broad spectrum of possibilities, each potential with a different ideal course of action to take. Most notably, adverse weather can greatly disrupt transport routes, meaning employees cannot attend their place of work.

Every businesses plan will be different and will need to be adapted to ensure it is fit for purpose, however, this document provides a foundation from which you can create your own plan to negate the effects of adverse weather. The guide below covers four levels of adverse weather, as well as actions that should be considered to ensure a smooth return to business as usual once the weather has returned to normal conditions.



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LEVEL 1 – THREAT OF ADVERSE WEATHER IDENTIFIED

RISK:

Potential for disruption to carry out core duties due to insufficient personnel able to attend place of work/call out tasks.

OBJECTIVE:

To prepare for possible disruption to transport routes due to adverse weather and ensure a strengthened position should disruption occur.

RISK REDUCTION ACTIONS:

1. Inform all personnel of potential hazards and check existing guidance and policy. Rehearse and review local business continuity plans as applicable.
2. Check equipment levels and order where appropriate; snow clearing equipment, salt and/or confirm contact details of local providers/clearance teams.
3. Identify critical personnel, roles, responsibilities and confirm likely impact of poor weather.
4. Identify alternative working, transport, shift or manning arrangements.
5. Ensure local call out procedure is in place, tested and contact details are up to date.
6. Identify and review requirements for if staff are stranded on site (clothing, food, water and heat etc).
7. Advise all personnel of high-risk areas where poor weather may increase risk of harm. Review any safety measures and confirm items are secured, tied down or removed if they are a potential danger.
8. Inform personnel of possible changes to shift start / finish times, requirement to consider car sharing or to look for public transport alternatives.
9. Where vehicles are utilised on-site, ensure they do not fall below $\frac{3}{4}$ of fuel tank capacity and have been

thoroughly checked for roadworthiness, safety and equipment. If vehicle movement is essential, consider additional 4x4 vehicles for use on-site or for collection of essential staff/call out duty.

LEVEL 2 – IMMEDIATE ACTION ON POOR WEATHER CONDITIONS

RISK:

Increased likelihood of difficulty for staff to attend site or conduct business as usual.

OBJECTIVES:

- Ensure personnel are on-site to carry out all core tasks as required or that staff on-call can fulfil duties.
- Ensure safety of all staff and monitor situation.

RISK REDUCTION ACTION

1. Communicate situation to all personnel; re-affirm alternative methods of travel/pick up points or any logistical plans.
2. Confirm available routes and monitor weather updates:
 - a. MET Office
 - b. Highways Agency
 - c. Environment Agency
3. Confirm management responsibilities to attend. Consider home working for non-essential staff.
4. Identify and re-roster additional staff to maximise attendance.
5. Alter shift start/finish times to maximise use of available transport and maximise safety of staff travelling.
6. Ensure on-site stock of food, water etc is available and replenished if staff are likely to be stranded on site.
7. Cancel any external training, meeting or non-essential activities or commitments. Make maximum use of video/ telephone conferencing where appropriate.

8. Confirm all contractual requirements are met and escalate if they cannot or are unlikely to be met.

LEVEL 3 – 12-24 HOURS

RISK:

Restricted access to site due to floods, blocked roads or ice.

OBJECTIVES:

- Maintain current site access/ security provision/ contractual obligations.
- Ensure attendance at site for maximum personnel through alternative travel options and support where necessary.

RISK REDUCTION ACTIONS:

1. Re-issue communications to all personnel, re-affirm alternative methods of travel, discuss with accommodation, travel and attendance options.
2. Confirm management team responsibilities to attend shift.
3. Continue to monitor situation, liaise with managers and staff to ensure that requirements are continually reviewed and updated.
4. Monitor shift start / finish times to maximise use of public transport and safety of staff.
5. Review 4x4 vehicle requirement.
6. Ensure continued provision of food and refreshments and access to welfare facilities.

LEVEL 4 – OVER 24 HOURS

RISK:

Significant impact on service levels and/or core duties

OBJECTIVE:

Maintain contractual provision.

RISK REDUCTION ACTIONS:

1. Continue as per level 3.
2. Monitor all routes, transport availability and personnel availability.
3. Maintain record of any service delivery failures.
4. Implement site shutdown/hibernation; ensure all items are secure and non-critical equipment/IT is turned off.
5. Implement regular site visits to maintain and/or confirm site security and serviceability.

RECOVERY

RISK:

That resumption of normal activities will not take place.

OBJECTIVE:

Return to business as usual.

RISK REDUCTION ACTIONS:

1. Communicate to staff and reward any staff who delivered exceptional service.
2. Ensure any service failures, additional charges and issues are recorded and correctly accounted for.
3. Ensure personnel have sufficient time off if working routines have been altered.
4. Reschedule shift times and transport arrangements to normal and ensure personnel are informed.
5. Ensure all provisions and equipment used are replenished.
6. Carry out review and update continuity plan and equipment requirements as appropriate.

ACTION PLAN

IN THE EVENT OF A POWER OUTAGE

Every business needs power. That is why a power outage, depending on the level of severity, can have major implications on operating procedures. Having alternative arrangements in place to deal with outages, whether minor or major, ensures staff wellbeing and business continuity.

Every businesses plan will be different and will need to be adapted to ensure it is fit for purpose, however, this document provides a foundation from which you can create your own plan to negate the effects of a power outage. The guide below covers four levels of a power outage, as well as actions that should be considered to ensure a smooth return to business as usual once the power has returned to normal.



LEVEL 1 – PRE-PREPARATION ACTIVITY & PREPARING FOR A PLANNED SHUTDOWN OF POWER TO ALL OR PART OF SITE.

RISK:

Potential for site activity to be impacted.

OBJECTIVE:

To prepare effectively by identifying activities and mitigations, including local workarounds to continue meeting service levels.

RISK REDUCTION ACTIONS:

1. Identify all activities or equipment that are required to function during the period of the power outage. Categorise these as critical, high priority and low priority.
2. Prepare mitigations to ensure that the 'critical and high priority' activities can be completed, equipment will function and that damage to systems or equipment will be reduced. Consider additional equipment such as back-up generators, alternate power supply, torches, or increases in manpower or resource.
3. Ensure staff are aware of their responsibilities or how their role may change during a power outage. Critical staff should appoint deputies who have authority to act and a priority relocation plan should be produced; this should identify those staff who require office space and cannot work remotely.
4. Ensure staff contact details and call-out details are up to date.
5. Communicate to all personnel details of any planned power outages and confirm with utility provider the areas affected and scheduled timings.
6. Consider alternate working methods; managers may be able to work from an alternate site.

7. Prepare equipment prior to scheduled outage (fully charge batteries, switch off IT equipment etc) and ensure equipment is turned off prior to power outage.

8. Consider additional requirements if power outage continues for longer than scheduled.

LEVEL 2 – IMMEDIATE ACTION

RISK:

Unexpected power outage affecting site.

OBJECTIVES:

- Ensure welfare and safety of staff during outage.
- Ensure personnel are available with the correct, functioning equipment to conduct all core activities.

RISK REDUCTION ACTIONS:

1. Complete the actions listed in Level 1.
2. Account for and/or communicate with all staff and ensure that all critical activities can be completed.
3. Comply with local business continuity and reporting procedures and ensure information is cascaded to staff and escalated as appropriate.
4. Re-deploy resources to cover for equipment failures; especially if access control or life support systems have failed.
5. Monitor resource levels and requirements. Ensure any additional spend is captured, recorded and authorised as appropriate.
6. Consider staff relocation or changes to working routines as appropriate. Remote working, moving to a nearby alternative site should be considered on a priority basis.

LEVEL 3 – 12-24 HOURS.

RISK:

Medium term power outage which disrupts shift changeovers and/or core tasks.

OBJECTIVES:

- Ensure welfare and safety of staff during outage
- Ensure personnel are available with the correct, functioning equipment to conduct all core activities.

RISK REDUCTION ACTIONS:

1. Ensure actions at Level 1 and 2 have been implemented.
2. Ensure clear communication occurs during shift handovers; this should include any site or role specific changes to core duties and any changes to critical or safety requirements.
3. Review welfare requirements.
4. Review staff relocation or changes to working routines as appropriate. Remote working, moving to a nearby alternative site should be considered on a priority basis.

LEVEL 4 – OVER 24 HOURS OR PROLONGED DURATION

RISK:

Significant impact on the availability to carry out core duties.

OBJECTIVES:

- Ensure welfare and safety of staff during outage
- Ensure personnel are available with the correct, functioning equipment to conduct all core activities.

RISK REDUCTION ACTIONS:

1. Ensure actions at Level 3 have been implemented.
2. Liaise with supplier and management to identify the potential length of outage and any future activities that could be impacted.
3. Review staff relocation or changes to working routines as appropriate. Remote working, moving to nearby alternative site or a short-term office move should be considered.
4. Ensure changes in routine and expected length of disruption is communicated to all stakeholders as appropriate.
5. If site is without power for an extended period, then ensure security of assets where appropriate.

RECOVERY

RISK:

That resumption of normal activities will not take place.

OBJECTIVES:

Return to business as usual.

RISK REDUCTION ACTIONS:

1. Communicate to staff and reward any staff who delivered exceptional service.
2. Ensure any service failures, additional charges and issues are recorded and correctly accounted for.
3. Ensure personnel have sufficient time off if working routines have been altered.
4. Reschedule shift times and transport arrangements to normal and ensure personnel are informed.
5. Ensure all provisions and equipment used are replenished.
6. Carry out review and update continuity plan and equipment requirements as appropriate.

MAINTAINING BUSINESS AS USUAL

Having risk and resilience planning in place is a critical part of maintaining business continuity in adverse circumstances. By having these detailed plans outlined, your business is as prepared as possible for major foreseeable incidents and has actions in place should situations worsen.

However, creating risk and resilience plans that adequately cover these possibilities can be a challenge. If nothing else, it is vital to have a critical incident team in place. Their responsibilities, in the absence of a detailed plan, are to ensure business continuity in the face of adversity, making decisions that ensure the safety of staff and performance of the business.

Get in touch

For more information on risk and resilience planning, or to help you when planning your own business continuity procedures, get in touch:

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