Parish Council

BUSINESS CONTINUITY PLAN (BCP)

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Change control log

Version	Date	Prepared / reviewed by	Status	Summary of change
0.1	July 2024	Head of Operations	Original draft	Initial Business Continuity Policy prepared.
0.2	August 2026	Head of Operations	Draft for FGP / Full Council	Full CSNPC-specific revision using the current staffing structure, asset register, financial regulations, insurance schedule, risk profile, emergency planning documents, emergency hub arrangements and service-specific risk assessments. Separated public and restricted information; completed succession, finance, digital, premises, hub and service continuity arrangements; expanded recovery objectives, dependencies, scenario actions, testing and records.

CONTROLLED DOCUMENT

The current approved electronic version is the controlled copy. Printed copies are uncontrolled unless specifically issued and recorded. Personal telephone numbers, keyholders, alarm information, access arrangements and system recovery instructions are held in the restricted appendix and must not be published with this plan.

1. Purpose and status

This Business Continuity Plan sets out how Central Swindon North Parish Council (CSNPC) will protect people, maintain priority services and recover from serious disruption. CSNPC is a large urban parish council serving approximately 36,000 residents and operating a varied estate of community buildings, libraries, sports facilities, allotments, play areas, parks, public conveniences, vehicles, plant and community services.

The plan is the Council-wide framework for command, escalation, service prioritisation and recovery. It does not replace emergency-service instructions, site evacuation plans, safeguarding procedures, risk assessments, Safe Systems of Work, water safety arrangements, financial regulations, insurance conditions, cyber and data-protection procedures, or specialist contractor advice.

2. Objectives

- Protect life, health and welfare of employees, councillors, contractors, hirers, service users, volunteers and the public.
- Maintain or restore priority Council functions within proportionate recovery times.
- Provide clear command, succession, escalation and communication arrangements.
- Minimise financial loss, legal exposure, environmental harm and reputational damage.
- Preserve essential records, evidence and accountable decision-making.
- Recover safely, support affected people, learn from incidents and improve resilience.

3. Scope

This plan applies to all Council employees, councillors, directly managed premises, Council-controlled assets, vehicles, information systems, contracted services and activities. Charity or local-committee managed premises must coordinate with CSNPC where the Council owns or controls the asset, holds statutory responsibilities, or makes closure and safety decisions.

- Natural and weather-related events, including flooding, storm, snow, extreme heat, drought, ground movement, wildfire risk and tree failure.
- Fire, explosion, structural failure, pollution, sewage escape, water contamination and utility loss.
- Cyberattack, data breach, telecommunications failure and loss of access to cloud, finance, payroll, booking or website systems.
- Major accident, fatality, safeguarding incident, violence, hostile threat, civil disorder or serious anti-social behaviour.
- Pandemic, infectious disease, widespread absence or simultaneous loss of key personnel.
- Failure of a critical contractor, supplier, bank, insurer, charity partner or service provider.
- Loss of lawful decision-making capacity, financial control, premises access, vehicles, plant or critical records.
- Activation of CSNPC Emergency Contact Hubs in support of community resilience.

4. Continuity principles

- Preservation of life takes priority over service continuity, property or finance.
- Call 999 first where there is immediate danger to life, serious injury, fire, crime in progress or hostile threat.
- Emergency services and Swindon Borough Council lead where an incident forms part of a wider emergency.
- Employees and volunteers must not enter unsafe areas, confront intruders or undertake work outside their competence.
- Only trained and authorised persons may undertake electrical, gas, water hygiene, fire, structural, hazardous-substance or specialist recovery work.
- No premises or service will reopen until hazards are controlled and required inspections, testing or certification are complete.
- Decisions, expenditure, notifications, communications and evidence must be recorded.
- Personal and confidential information remains protected during emergency and alternative working.

5. Governance, ownership and succession

The Clerk is the overall owner of the BCP and retains strategic responsibility. The Head of Operations maintains the plan, coordinates operational readiness and normally leads the operational response. The Finance & General Purposes Committee reviews and recommends the policy, with final approval by Full Council.

Role	BCP responsibility
Clerk / RFO - Andy Reeves	Strategic lead; formal activation; governance, legality, safeguarding, staffing, finance and member liaison; approval of major communications; insurance and statutory reporting. Deputised by the Head of Operations.
Head of Operations - Andrew Briggs	Operational incident lead; site safety, closures, standby coordination, contractors, utilities, resources, recovery and incident logging. Deputised by the Clerk.
Chair / Vice-Chair of Council	Member oversight; supports urgent delegated decisions; Chair may call an extraordinary meeting. Members do not direct operational activity unless acting within lawful delegation.
Finance Manager - Emma Till	Finance, payroll, banking continuity, cost recording and claims evidence. Covered by the Clerk; Tess de Freitas provides further finance cover if both are unavailable.
Communications, Library & Digital Systems Manager - Aaron Cripps	Website, Microsoft 365/email, social media, telephone diversion, digital incident communications, OneCom liaison and booking/library-system coordination. Covered by the Clerk or Head of Operations.

Role	BCP responsibility
Youth & Community Officer - Aaron Webb	Youth/community service continuity and operational safeguarding lead when the Clerk is unavailable.
Community Centre Manager - Louise Whatley	Directly managed community-centre operations, premises staff, closures, hirer communications and alternative building arrangements.
Leisure & Sports Manager - Joe Gelston	Moredon Sporting Hub, sports services, clubs, participants, booking continuity and sports-facility recovery.
Maintenance & Grounds Officer - John Carey	Urgent defects, vehicles, plant, grounds, barriers and safe deployment of operational resources.
Allotments Officer - Neil Jackson	Allotment inspections, tenant communication, access, water, communal infrastructure and escalation.
Service managers / site representatives	Local operational control, accounting for people, evacuation/closure, evidence preservation, service continuity and status reporting.
All employees	Follow instructions, protect themselves and others, report incidents, preserve information and do not make unauthorised public statements.

5.1 If both the Clerk and Head of Operations are unavailable

The relevant service manager assumes local operational control within their competence. Emma Till coordinates finance; Aaron Cripps coordinates communications and digital systems; Aaron Webb coordinates youth/community and operational safeguarding; Louise Whatley coordinates community centres; Joe Gelston coordinates leisure and sports; John Carey coordinates grounds, maintenance, plant and vehicles; and Neil Jackson coordinates allotments. The Chair and Vice-Chair provide governance oversight and seek external professional support where required.

6. Activation levels and authority

Level	Definition
Level 1 - Local disruption	Short, contained issue managed by the service manager or standby officer. Record decisions, defects and costs; full plan not normally activated.
Level 2 - Significant incident	Site closure, serious injury, prolonged outage, contractor failure or disruption requiring cross-service support. Clerk or Head of Operations activates relevant parts of the plan.
Level 3 - Major / Council-wide emergency	Multiple sites/services affected; fatality; major cyberattack; widespread utilities loss; pandemic; major safeguarding, financial, legal or reputational exposure. Full plan activated and Incident Management Team formed.

The Clerk, Head of Operations, or - if both are unavailable - the Chair or Vice-Chair may activate the plan. Activation must record the date, time, reason, level, incident lead, services affected and next review time.

7. Incident Management Team

For Level 2 or Level 3 incidents, the incident lead will establish a proportionate Incident Management Team (IMT). Membership will reflect the incident and may include the Clerk, Head of Operations, Finance Manager, relevant service manager, Communications/Digital Systems Manager, site representative and specialist adviser.

- Strategic: objectives, governance, legal duties, member liaison and external representation.
- Tactical: site and service coordination, resources, contractors, utilities, welfare and recovery planning.
- Operational: immediate safe actions at the site or within the affected service.
- Finance and records: payment controls, cost code, payroll, evidence, insurance and audit trail.
- Communications: one approved source of truth for staff, users, councillors, partners, residents and media.

8. Immediate response checklist

- Call 999 where required; follow emergency-service instructions.
- Do not enter or remain in an unsafe area. Evacuate, invacuate, lock down, isolate or cordon off as circumstances require.
- Account for employees, contractors, hirers, participants, volunteers and known service users.
- Provide first aid only within competence and training.
- Notify the Clerk and Head of Operations; out of hours use the standby arrangements.
- Appoint an incident lead and start the activation and decision logs.
- Preserve CCTV, photographs, access records, booking/attendance information, witness details and documents.
- Consider insurer, police, HSE, Environment Agency, UKHSA, Information Commissioner, safeguarding authority or SBC notification as applicable.
- Decide whether to close, partially close, relocate or suspend the affected service.
- Issue an approved holding message and establish a staff communication route.
- Identify urgent expenditure, alternative premises, contractors, equipment and welfare needs.
- Set the next formal situation review and assign actions.

9. Service recovery priorities

Priority	Required outcome
Priority 1 - immediate / 0-4 hours	Life safety; emergency services; site security; standby; incident command; safeguarding; public warnings; cyber isolation; fraud containment; access to contacts and critical records.
Priority 2 - same day / within 24 hours	Clerk/senior management; finance and payroll controls; staff communications; insurance notification; critical compliance; telephones, website and public information; urgent trees, grounds and public-safety defects.
Priority 3 - within 72 hours	Alternative premises or remote working; community centre/library/sports decisions; hirer and tenant communications; contractor mobilisation; replacement equipment; committee and decision-making arrangements.
Priority 4 - within 7 days	Safe restoration of routine public services; rescheduling; temporary facilities; backlog management; repair procurement; income and financial-impact assessment.
Priority 5 - one month and beyond	Permanent repair/replacement; recruitment; claims; service redesign; lessons learned; policy, training and resilience improvements.

10. Estate and service profile

The definitive operational asset register, insurance schedule, premises list and key register are maintained separately. The following profile supports continuity planning and does not replace those records.

Service / asset group	Continuity scope
Directly managed community, library and operational premises	Pinetrees Community Centre and library; John Moulton Hall / Penhill Library; Moredon & Rodbourne Cheney Library; Moredon Community Centre; Parkside Hub; The Reading Rooms; Chapel Street public conveniences; Moredon Sporting Hub and associated buildings; sports/changing pavilions and operational stores except where a local arrangement states otherwise.
Charity / local committee day-to-day managed premises	Even Swindon Community Centre; Gorse Hill Community Centre; Des Moffatt Western Community Centre; St Mark's Tennis Centre; Chippenham Close Community Centre. CSNPC retains relevant owner, landlord, safety, insurance or continuity interfaces.
Emergency Contact Hubs	Pinetrees Community Centre, John Moulton Hall and Moredon Sporting Hub. These are community resilience hubs, not statutory rest centres or strategic emergency-command locations.
Sports and recreation	Moredon Sporting Hub; Seven Fields/Penhill; Mannington; Southbrook; Pembroke Gardens; changing pavilions; pitches, cycling facilities and associated public areas.
Allotments	Nine actively managed sites: Akers Way, Allington Road, Churchward Avenue, Crowdy's Hill, Gorse Hill, Kiln Lane, Pickards Field, Redcliffe Street and Somerford Close. Asset records also include Rodbourne Farm and pending Redlynch Close interests; operational status must be verified before each review.
Play areas	Current operational inspection schedule and asset register control the definitive list. The current play-area risk assessment identifies 15 operational sites; asset records include an additional Trowbridge Close entry requiring reconciliation.
Public realm	Parks, recreation grounds, public open space, litter bins, benches, bus shelters, bike-repair stations, defibrillators, bleed kits and other transferred/maintained assets.

Fleet and plant	Leased panel van and caged tipper; owned compact van, 16-seat minibus and Kubota compact tractor with approved attachments, plus tools and machinery.
Service / asset group	**Continuity scope**
Core services	Governance, finance, payroll, communications, libraries, community centres, youth/community programmes, sports, allotments, grounds/street cleansing, compliance, maintenance and standby response.

11. Critical systems and information

- Microsoft 365/email and approved cloud records.
- Rialtas administration/finance records and internal payroll records.
- Online banking arrangements and payment authorisation controls.
- XN Leisure and other booking/library systems.
- Council website, social media and telephone systems.
- Asset, insurance, contract, compliance, personnel, safeguarding and emergency-contact records.
- CCTV, alarm, access-control and building-management information where applicable.

System owners and recovery instructions are recorded in the restricted appendix. Passwords, alarm codes, bank account details and credentials must never be recorded in the public plan.

12. Communications

All communications must be factual, timely, coordinated and respectful of privacy. The Clerk approves major public statements; the Head of Operations and Aaron Cripps may issue operational communications within their authority. In their absence, the available senior officer coordinates communications.

- Primary channels: website, social media, telephone message, direct staff/councillor/hirer email, site signage and press statements.
- Fallback channels: Council mobiles, agreed contact tree, printed notices, alternative email and SBC/partner communication routes.
- Do not speculate, admit liability, identify casualties or disclose personal information.
- Record each message, approval, issue time, audience and channel.
- For fatalities or serious injury, next-of-kin communication is coordinated with emergency services and relevant authorities.

13. Finance, payroll, procurement and insurance continuity

Normal Financial Regulations, segregation of duties and bank controls remain in force during disruption unless a lawful emergency provision is used.

- The Clerk may authorise service-delivery expenditure up to £25,000 within approved arrangements.
- In cases of extreme risk to service delivery, the Clerk may authorise necessary revenue expenditure up to £25,000, including where no specific budget provision exists, and must report the action to the relevant committee as soon as practicable.
- Tier Two Officers may authorise service-delivery expenditure up to £1,000 within delegated budgets.
- Payment authorisation rights are held by the Clerk, Head of Operations, Finance Manager, Chair of Finance and Chair of Council in accordance with the bank mandate and Financial Regulations.
- The Clerk and Head of Operations have online-banking approval access. The Finance Manager leads banking and payroll continuity.
- Payroll is completed internally. Emma Till leads; Andy Reeves provides cover; Tess de Freitas provides further finance cover if both are unavailable.
- Urgent payment requests and supplier-bank changes must be independently verified; incidents create increased fraud risk.
- Incident expenditure must be necessary, proportionate and supported by authorisation, invoices, photographs, records and an incident cost code where possible.
- The insurer and broker must be notified promptly where a claim may arise. Except for immediate life-safety work, no disposal, admission, repair or settlement should prejudice a claim.
- Alternative suppliers may be used where justified by emergency need, subject to procurement law, Financial Regulations and a documented decision trail.

14. Alternative working and premises

- Administrative and management employees may work remotely where equipment, connectivity, confidentiality and health-and-safety arrangements allow.
- Any safe directly managed Council premise may be designated as temporary workspace by the incident lead, with priority given to governance, finance, communications and incident coordination.
- Pinetrees, John Moulton Hall and Moredon Sporting Hub may also operate as Emergency Contact Hubs; hub use must be separated from confidential Council administration where both functions are active.
- Building-based staff may only be redeployed to suitable duties within competence, supervision and risk assessment.
- Charity/local committee premises must coordinate closure, access, communications and recovery with CSNPC in accordance with the relevant management arrangement.
- Telephone lines should be diverted or an alternative Council number published where required.

15. Site closure and safe reopening

The Clerk, Head of Operations or delegated service manager may close a Council premises or service. The operational lead will arrange security, signage, notifications, refunds/rescheduling, statutory checks and alternative arrangements. Reopening requires evidence that the hazard is controlled and the premises can operate safely.

Incident type	Minimum reopening evidence
Fire / structural	Fire-service release where applicable; structural, electrical and gas assessment; insurer involvement; fire systems restored.
Water hygiene / contamination	Isolate affected outlets/system; follow written scheme and Trident advice; flushing, sampling and remedial work; obtain clearance.
Utility failure	Safe shutdown/restart; inspect alarms, heating, refrigeration, water systems and consequential damage.
Security / hostile incident	Secure doors, keys, alarms and CCTV; preserve evidence; reassess access, lone working and public interface.
Public health	Follow official advice, cleaning, staffing, welfare and communication controls.
Cyber / systems	Restore from verified backups; reset access securely; validate finance, payroll, booking and contact data before normal use.

16. Emergency Contact Hubs

CSNPC supports three Emergency Contact Hubs at Pinetrees Community Centre, John Moulton Hall and Moredon Sporting Hub. A hub provides local information, warmth, shelter, basic welfare, volunteer coordination and a link to wider support. It does not replace emergency services, statutory rest-centre management or strategic emergency coordination.

16.1 Hub activation

- Call 999 first where there is immediate danger.
- Check the building and surrounding area are safe; do not open an unsafe venue.
- Access the building using controlled keyholder arrangements and locate the hub pack.
- Select an accessible working area with reception, information, welfare and facilities functions.
- Appoint a Hub Lead and allocate reception, information, needs/offers, welfare and facilities roles proportionately.
- Notify Swindon Borough Council using the current number in the restricted appendix.
- Open a situation board and needs/offers record; keep personal contact details separate from public display.
- Issue factual public information and maintain an action log.
- Stand down safely, secure the site, notify SBC, replenish resources and hold a debrief.

16.2 Hub readiness

- Named lead and backup/core group for each hub.
- Hub pack kept at the venue with printed activation process and contact sheet.
- Recorded access, keyholder, reception, information, welfare, toilet, kitchen and site-risk arrangements.
- Annual tabletop exercise and periodic staff/volunteer briefing.
- Resource audit, including signage, stationery, first aid and welfare basics.

17. Protective security and major incident arrangements

Staff must remain alert to suspicious behaviour, unattended items, unusual vehicles, aggression or other indicators of threat. Employees must not investigate or intervene. They should withdraw, report to the duty manager and call 999 where there is immediate risk.

- Evacuation: move people away from danger using site procedures.
- Invacuation: bring people into a safer internal location where external movement creates greater risk.
- Lockdown: temporarily secure the premises where a hostile threat is suspected.
- Communication may use verbal instruction, mobile phone, radios, public-address systems and emergency-service liaison.
- Moredon Sporting Hub requires proportionate event and attendance planning because site-wide sporting activity can create high attendance beyond the internal building occupancy.

18. Information, cyber and records continuity

- Report suspected cyber incidents immediately; disconnect affected devices from networks without deleting evidence.
- Contact IT support, suspend compromised accounts, stop suspect payments and consider data-protection notification duties.
- Use only approved Council systems; do not move confidential data to personal email, consumer cloud storage or unapproved media.
- Critical records must have managed backup and recovery arrangements. Restoration should be tested periodically.
- A controlled offline or independently accessible copy of this BCP and critical contact information must be available to authorised senior staff.
- Preserve CCTV, logs, emails and system evidence in accordance with legal, insurer and investigation needs.

19. Service continuity assessment

Service	Minimum safe service	Key dependencies	Maximum tolerable interruption	Alternative arrangement
Strategic governance / Clerk	Incident command, lawful decisions, essential notices and member liaison	Clerk; Head of Operations; Chair; records; legal advice	4 hours	Head of Operations acts; urgent virtual/alternative-location meetings; external clerk/legal support.
Finance, banking and payroll	Fraud containment, cash visibility, payroll and essential payments	Emma Till; Clerk; Tess; Rialtas; bank access; payroll records	Payroll: 1 working day / before contractual pay date	Manual control list; alternative secure workstation; bank telephone support; prioritised essential payments.
Standby / emergency response	Receive, assess and escalate out-of-hours incidents	Head of Operations; rota staff; mobiles; keys; contractors	Immediate	Senior manager covers rota; restrict response to life-safety/security; use emergency services and contractors.
Communications / digital systems	Staff warning, public holding message, telephone and website contact	Aaron Cripps; Clerk/Head of Operations; M365; website; phones	4 hours	Council mobiles, printed notices, alternative email and SBC/partner channels.
Community centres / libraries	Safe closure, user communication and limited priority access	Louise Whatley; site teams; charity representatives; buildings;	24 hours for decision; 72 hours for alternative	Relocate staff/services; remote administration; suspend bookings; use another safe venue.

Service	Minimum safe service	Key dependencies	Maximum tolerable interruption	Alternative arrangement
		booking/library systems		
Moredon Sporting Hub / sports	Emergency response, participant accounting, booking and partner communication	Joe Gelston; site team; XN; clubs; CCTV; first aid; contractors	Immediate safety; 24 hours communications	Cancel/relocate bookings; isolate affected facility; phased reopening after inspection.
Youth / community / safeguarding	Protect children/vulnerable users, contact families and report concerns	Aaron Webb; Clerk; DBS staff; attendance/consent records; vehicles	Immediate safeguarding; same-day contact	Cancel sessions where staffing/safe records unavailable; approved alternative staff/venue; statutory referral.
Grounds / street cleansing / public safety	Respond to dangerous trees, defects, hazardous litter and storm damage	John Carey; contractors; fleet; standby; SBC interfaces	Immediate high-risk defects; 24 hours others	Cordon off; emergency contractor; prioritised route/asset inspection; hire plant/vehicles.
Allotments	Control fire, flooding, water, access, tree and communal infrastructure risks	Neil Jackson; tenant contacts; contractors; site access	24 hours for safety issue	Close/limit access; tenant notice; temporary water/access control; emergency works.

Service	Minimum safe service	Key dependencies	Maximum tolerable interruption	Alternative arrangement
Compliance / water / fire / electrical	Maintain critical statutory controls and prevent unsafe reopening	Head of Operations; site managers; Trident; fire/security/electrical contractors	Immediate for unsafe condition	Close/isolate system; specialist attendance; temporary premises; documented clearance.
Vehicles and plant	Maintain emergency and service mobility	John Carey; authorised drivers; fleet records; breakdown/hire suppliers	24 hours for essential vehicle	Use alternative Council vehicle; approved hire; contractor support; prioritise essential journeys.
Emergency Contact Hubs	Local welfare, information and community coordination	Hub leads/core groups; packs; venue access; SBC contact	4 hours where locally activated and safe	Use another designated hub or alternative community location; notify SBC and public.

20. Scenario response and recovery actions

Event	Impact	Immediate response	Within 7 days	Within 1 month	Longer term
Loss of Clerk / Head of Operations	Critical	Activate mutual deputy arrangement; notify Chair; protect governance, finance, safeguarding and deadlines.	Confirm acting responsibilities and external support.	Interim cover/recruitment and workload review.	Complete handover and resilience review.
Simultaneous senior absence	Critical	Chair/Vice-Chair convene service leads; allocate finance, communications, premises and safety functions; seek professional support.	Formal delegations and continuity rota.	Interim senior capacity.	Succession and cross-training plan.
Widespread absence / pandemic	Critical	Assess staffing; follow official advice; suspend non-essential activity; protect vulnerable services.	Rotas/redeployment; remote work; contractor support.	Restore priority services and manage backlog.	Review workforce resilience.
Council inquorate	Critical	Notify remaining members and SBC Monitoring Officer; preserve administration.	Follow principal-authority advice.	Restore lawful decision-making.	Review member succession.

Event	Impact	Immediate response	Within 7 days	Within 1 month	Longer term
Fatality / major injury	Critical	Call 999; preserve scene/evidence; notify senior lead, insurer and authorities; support witnesses.	Statutory reporting/investigation and welfare.	Corrective actions and governance report.	Complete action plan and policy review.
Fire / explosion / structural damage	Critical	Evacuate; call 999; account for people; cordon; secure and notify insurer.	Specialist assessment; relocate; preserve records/CCTV.	Repair or temporary accommodation.	Rebuild, recertify and review controls.
Utility / drainage loss	High	Assess safety/duration; isolate; close if necessary; notify provider and users.	Alternative working; protect water, alarms, heating and refrigeration.	Repair, flush/test and safely restart.	Review resilience/capital needs.
Water hygiene failure	Critical	Stop use; isolate; notify Head of Operations and Trident; protect vulnerable users.	Sampling, flushing, temperatures and remedials.	Updated LRA/written scheme after material change.	Audit and close actions.
Cyberattack / data breach	Critical	Disconnect devices; contact IT; preserve evidence; suspend accounts; stop payments.	Assess notifications, restore access and alternative working.	Restore verified backups and validate finance/payroll.	Security improvements and briefing.

Event	Impact	Immediate response	Within 7 days	Within 1 month	Longer term
Financial fraud / banking lockout	Critical	Stop payments; contact bank, Clerk, Chair and insurer; preserve evidence.	Secure accounts, cash flow and controlled essential payments.	Council/audit report and control changes.	Recovery and financial-risk review.
Critical contractor / charity partner failure	High	Confirm immediate safety/service impact; activate alternative arrangements.	Prioritise high-risk services; document emergency procurement or management intervention.	Interim contract/operating model.	Sustainable replacement and contract review.
Community centre / library closure	High	Evacuate/close; secure; notify users, hirers, insurer and Council lead.	Relocate where feasible; manage bookings/refunds; surveys/repairs.	Temporary or restored service.	Permanent repair and site-plan review.
MSH / sports closure	High	Stop activity; account for participants; secure area; preserve evidence.	Notify clubs/partners; cancel/relocate; inspect facility.	Phased reopening with certification.	Review event and operational controls.

Event	Impact	Immediate response	Within 7 days	Within 1 month	Longer term
Grounds / tree / open-space hazard	High	Cordon; call emergency/highway authority if needed; deploy contractor; warn public.	Inspect linked hazards; urgent works and evidence.	Follow-up works and reopening.	Review surveys and inspection frequency.
Allotment damage / access failure	Moderate	Secure hazard; notify Allotments Officer/Head of Operations; emergency/insurer notification as needed.	Tenant communication; temporary access/water controls.	Infrastructure repair and access review.	Risk assessment and maintenance review.
Severe weather / flood / heat / drought	High	Assess travel and site safety; close affected services; warn staff/public; prioritise defects.	Estate inspection for flooding, cracks, trees, fire and water-system effects.	Backlog, repairs and staff welfare.	Climate resilience/capital planning.
Security / violence / hostile threat	High	Withdraw; call police; evacuate/invacuate/lock down; preserve CCTV/evidence.	Welfare; security repairs; restricted access and communications.	Review design, staffing and controls.	Monitor and implement improvements.
Vehicle / plant loss	Moderate	Stop use; secure; report theft/damage; arrange recovery/hire.	Police/insurer; maintain essential operations.	Repair/replace under regulations.	Fleet strategy review.

Event	Impact	Immediate response	Within 7 days	Within 1 month	Longer term
Major local emergency / hub activation	Critical	Follow emergency service/SBC direction; protect staff/assets; open a safe hub if locally required.	Coordinate communications, welfare and lawful resource use.	Support recovery while preserving core services.	Debrief, costs and lessons learned.

21. Training, testing and maintenance

- Review at least annually and after activation, serious incident, major organisational/premises/contractor/system change or significant exercise finding.
- Head of Operations checks the restricted contacts and supplier information at least quarterly and records date/initials.
- Undertake an annual desktop exercise, rotating cyberattack, utilities loss, major building closure, widespread absence and Emergency Contact Hub activation.
- Test out-of-hours escalation, telephone diversion, key access and offline-plan availability periodically.
- Brief new managers, standby officers, hub core groups and site representatives on their responsibilities.
- Record exercise and incident actions, assign owners and track them to completion.
- Site evacuation drills and specialist exercises are completed in accordance with site arrangements and risk.

22. Related plans and records

- Corporate Risk Profile and service/site risk assessments.
- Financial Regulations, Procurement Policy and bank mandate.
- Safe Systems of Work; Lone Working and Standby Risk Assessment; Driving at Work and Fleet Management Policy.
- Water Safety Plan, current Legionella risk assessments and written schemes.
- Internal and External Emergency Plans; major accident prevention and hazardous-substance arrangements.
- Emergency Contact Hub packs and venue-specific activation notes.
- Safeguarding, accident reporting, fire, data breach, cyber, communications and insurance procedures.
- Asset register, insurance schedule, contracts, compliance records and restricted BCP appendix.

Appendix A - Incident activation record

Field	Record
Incident title / reference	
Date and time identified	
Location / services affected	
Person reporting	
Activation level	
Incident lead	
Clerk notified (date/time)	
Chair notified (date/time)	
Emergency services / authority reference	
People accounted for / welfare issues	
Immediate public message issued	
Next situation review	
Plan stood down (date/time/by whom)	

Appendix B - Incident decision and action log

Date/time	Information / decision / action	Owner	Deadline	Completed / evidence

Appendix C - Recovery and stand-down checklist

- Immediate hazards controlled; inspections/certificates complete.
- Staffing, access, utilities, alarms, IT, welfare and emergency arrangements adequate.
- Employees, councillors, partners, hirers, tenants, service users and public informed.
- Incident expenditure, lost income, refunds, insurance evidence and procurement records reconciled.
- Statutory, insurer, audit and governance reporting completed or assigned.
- Records recovered, incident log archived and personal information protected.
- Debrief held and improvement actions assigned.
- BCP, risk assessments, contracts, training and asset records updated as required.
- Incident closure and outstanding actions reported to the appropriate committee or Council.

Appendix D - Quarterly restricted-information check

Check date	Checked by	Contacts	Keyholders/ access	Suppliers	Systems/ recovery	Changes/ actions