

# Emergency Planning & Business Continuity

## Awareness Session for Elected Members

Delivered by Emergency Planning Team  
11<sup>th</sup> July 2025

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- **Fire procedures**
- **Toilets**
- **Refreshments**

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# Today's Agenda

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Welcome & Housekeeping / Aims & Objectives

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**What** is an emergency?

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**Why** do we prepare?

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**How** do we prepare / respond / recover?

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*Break*

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**Role of Elected Members** (before, during & after an emergency)

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**Scenario Discussion**

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Next steps & close

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# Aim

To provide an understanding emergency preparedness and response arrangements in Gloucestershire and outline the role of Elected Members.



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# Objectives

- To highlight Gloucestershire County Council's emergency preparedness and response statutory duties.
- To raise awareness of Business Continuity Management.
- To outline GCC's emergency response arrangements.
- To give an overview of multi-agency preparedness & response.
- To outline the role Elected Members can play before, during and after an emergency

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# What is an Emergency?

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# What is an Emergency?

## Definition as per the Civil Contingencies Act 2004

“ an event or situation which threatens serious damage to **human welfare** in a place in the UK; an event or situation which threatens serious damage to the **environment** of a place in the UK; or war, or terrorism, which threatens serious damage to the **security** of the UK

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**What types of emergencies do you think the County Council may be involved in the response to?**

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A graphic of four stylized human figures in pink, purple, yellow, and blue.



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- **Extreme weather:** flooding, snow, storms, heatwaves
- **Animal Disease:** Foot and Mouth 2001, Avian Flu 2020
- **Communicable Disease:** Swine Flu 2009, Covid-19
- **Chemical leaks:** Andoversford 2006
- **Fires:** CSG 2000, Old Norville Factory 2012, Nu Pro 2014
- **Gas explosion:** Rosehill Street, Cheltenham 2012
- **Gas leaks:** Granville Street, Cheltenham 2020
- **Utility outages:** water, electricity, gas, phone line, web
- **Unexploded devices**
- **Fuel supply disruption:** 2012, 2021
- **Provider Failure:** Cleeve Link liquidation (dom care) 2017
- **Cyber Incidents:** Gloucester City 2021 & Tewkesbury BC 2024
- **Planned Police Operations**
- **Planned Events:** Royal International Air Tattoo, Cheltenham races



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# Emergency Planning Team



- Joined with Information Management Service in January 2025.
- Corporate Resources Directorate.
- Office - Block 3, 2<sup>nd</sup> floor Shire Hall  
*(with Communications Team & Democratic Services Unit).*

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# Emergency Planning Team

## Chief Executive

**Rob Ayliffe Director of Policy, Performance & Governance**

**Jenny Grodzicka (Head of Service)**

**Louise Antonova (Emergency Planning Team Manager)**

**Mark Whitten (Business Continuity Lead)**

**Jessica Howell (Senior Emergency Planning Officer)**

**Sophie Hunt (Emergency Planning Officer P/T)**

**Andrew Mader (Emergency Planning Officer)**

**Charlotte Perrin (Assistant Emergency Planning Officer)**

**Rachel Seymour (Assistant Emergency Planning Officer)**

# Why do we prepare?

**‘Why preparedness, response and recovery matter’**

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# GCC Statutory Duties

- Civil Contingencies Act (CCA) (2004)
- Radiation (Emergency Preparedness & Public Info) Regulations (2019) (REPPPIR)
- Pipelines Regulations (2006)
- *Housing Act (1996) District Councils*



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A graphic showing four stylized human figures in blue, pink, yellow, and green, representing diversity. The text 'Living our values every day' is written in a cursive font above the figures.



**The Civil Contingencies Act specifies  
Category 1 Responders (core) &  
Category 2 Responders (supporting).**

**Can you think which organisations may  
be Cat 1 Responders and any Cat 2?**

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A stylized graphic of four human figures in blue, pink, yellow, and purple, with the text "Living our values every day" written in a flowing script above them.



# Civil Contingencies Act

## Category 1

Fire & Rescue, Police, Local Authorities, Ambulance, British Transport Police, NHS, Integrated Care Board, UK Health Security Agency, Environment Agency, National Highways, Maritime and Coastguard Agency and Port Health Authorities.

## Category 2

Electricity distributors and transmitters, Gas distributors, Water and sewerage undertakers, Telephone service providers (fixed and Mobile), Railway operators, Airport operators, Ports, Health and Safety Executive, Met Office, Mining Remediation Authority

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# Cat 1 Responder Statutory Duties

- Undertake risk assessments
- Publish a Community Risk Register
- Plan for emergencies
- Put in place Business Continuity Plans
- Co-operate and share information
- Make arrangements to warn and inform
- Promote Business Continuity to local businesses and voluntary agencies **(NB Local Authorities only).**

**This is where the Local Resilience Forum comes in...**

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# How we prepare, respond and recover?

‘What we do and how we do it’

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# Command & Control Structure

## Command level - Summary



**A tiered command structure where;**

**Gold sets the strategic direction**

**Silver manages tactical coordination**

**Bronze oversees operational delivery on the ground.**

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# GCC emergency preparedness response & recovery

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# Emergency Planning Team Responsibilities

- Support GCC to meet statutory responsibilities
- Support 2 District Councils via Service Agreements (Gloucester City & Tewkesbury BC)
- Provide a Duty Officer 24/7 365 days per year
- Plans (write, review) – GCC & Local Resilience Forum plans
- Facilitate and support training & exercises
- Support the Local Resilience Forum (LRF) & liaise with partners
- Support Business Continuity Management (BCM)
- Support the Gloucestershire Prevent Partnership Board
- Assist with the recovery from emergencies

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# GCC Response Role



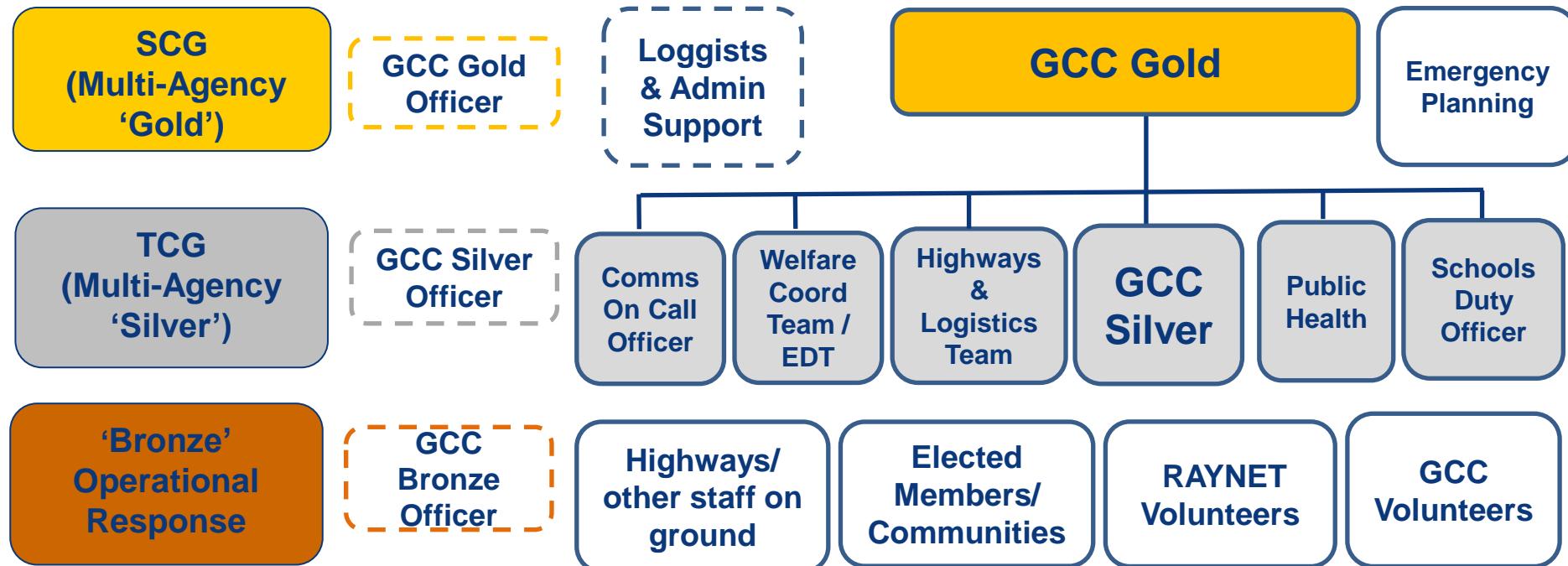
## Highways



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# GCC Emergency Response Structure



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[www.glosfire.ae](http://www.glosfire.ae)

The logo for Delta Tau Delta (ΔΤΔ) is displayed. It consists of a white Greek letter Delta symbol inside a red circle. Below the circle, the word "Integrity" is written in a white, sans-serif font.

A small blue circular icon containing the white Adidas logo, which consists of three interlocking stripes and a flag on top.



# GCC Response Arrangements

- Emergency Planning Team has a 24hr Duty Officer
- Smaller incidents Emergency Planning Team coordinate
- Emergency Planning will liaise with other GCC Emergency Response Teams and functions as required
- Larger scale incidents GCC Silver /Gold may meet
- Emergency Control Centre – Block 5 Shire Hall
- RAYNET radio kit/ aerial - as communications back up

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# Disruptions to council service delivery

**‘Service interruptions and council response’**

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# Business Continuity Management (BCM)

## BCM Why?

**Business Continuity is about identifying those critical priority services that you can't afford to lose – staff, premises, resources – and planning how you are going to maintain these if a disruption occurs.**

Business Continuity asks the questions:  
What are the organisation's key activities and services?

- What are the critical activities and resources required to deliver these?
- What are the risks to these critical activities?
- How will you maintain these critical activities in the event of an incident?
- What would be the impact of failing to deliver a service?

# GCC BCM Process

## GCC BCM policy

-  Plan owners (usually GCC Managers / Heads of Service) should:-
-  Undertake a **business impact analysis** to identify critical service priorities and timescales; review this annually
-  Develop and maintain a **business continuity plan**; review this every six months
-  Undertake a **desktop exercise** of their business continuity plan; exercise the plan annually

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# Governance and Oversight

Business Continuity Management Assurance Board (BCMAB) meets quarterly – detailed management information (MI) reported for each Directorate; MI updated monthly direct to each rep. at BCMAB

Risk Management Group – including reporting against strategic risk SR10.4 (quarterly) on behalf of the Chief Executive

Periodic reporting from BCMAB to CLT (every six months approx.)



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# GCC BCM Programme Performance

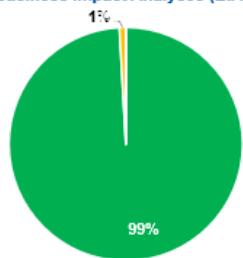
## GCC Business Continuity Management Information (MI)

### Business Impact Analyses (BIAs)

Directorate	No. required	BIAs up-to-date <sup>1</sup>	BIAs requiring review	BIAs
Adult Services (excl. Public Health)	29	29	0	0%
Public Health	2	2	0	0%
Children's Services	32	32	0	0%
Community Safety	11	11	0	0%
Corporate Resources	20	19	1	5%
Economy, Environment & Infrastructure	20	20	0	0%
<b>Total</b>	<b>114</b>	<b>113</b>	<b>1</b>	<b>1%</b>

<sup>1</sup>An 'up-to-date' BIA is one based on an Emergency Planning (EP) facilitated BIA session and recorded in the latest corporate format, reviewed and updated monthly and submitted to EP so as to evidence completion, in line with GCC Business Continuity Policy.

### Business Impact Analyses (BIAs)



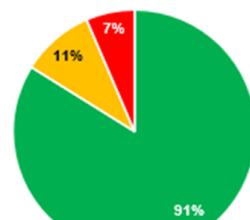
Percentages may not add to 100% due to rounding.

### Business Continuity Plans (BCPs)

Directorate	No. required	BCPs up-to-date <sup>2</sup>	BCPs requiring review
Adult Services (excl. Public Health)	29	29	0%
Public Health	2	2	0%
Children's Services	32	31	3%
Community Safety	11	11	0%
Corporate Resources	20	16	20%
Economy, Environment & Infrastructure	20	15	20%
<b>Total</b>	<b>114</b>	<b>104</b>	<b>11%</b>

<sup>2</sup>An 'up-to-date' BCP is one which has been reviewed and updated within the last 6 months, in the latest corporate format and submitted to EP so as to evidence completion, in line with GCC Business Continuity Policy.

### Business Continuity Plans (BCPs)



Percentages may not add to 100% due to rounding.

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# Multi-agency emergency preparedness & response

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# Local Resilience Forum (LRF)- Peacetime



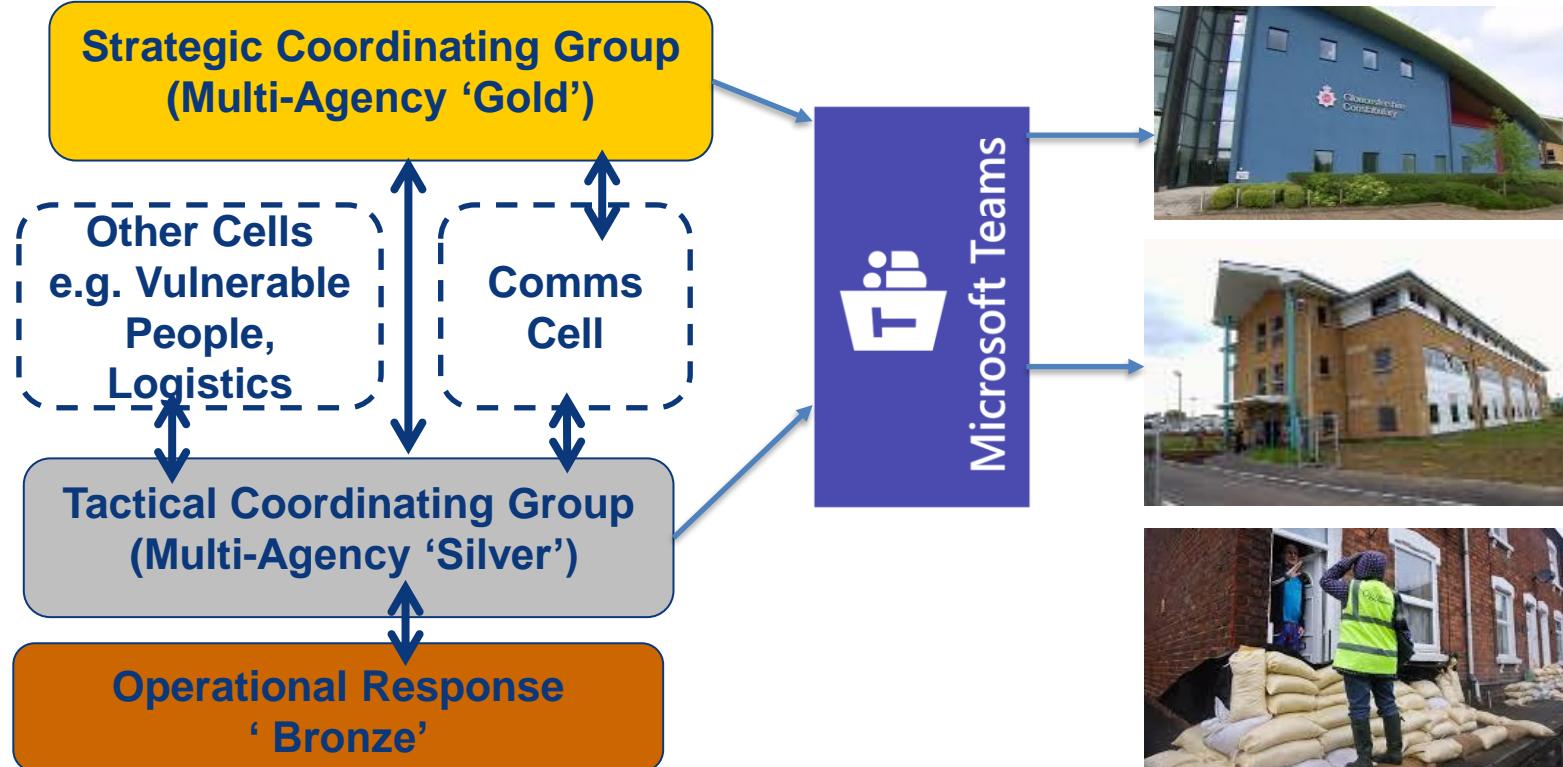
## LRF Groups

- Executive Group
- 'Working on Thursday' (WOT)
- Risk
- Planning
- Training & Exercising
- Warning & Informing
- Community Resilience
- Infrastructure
- Search & Rescue
- Voluntary Agencies

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# Multi-Agency Command & Control - Response



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# LRF Website [www.glosprepared.co.uk](http://www.glosprepared.co.uk)

 [Home](#) [About](#) [Be Prepared](#) [Other Resources](#) [Contact Us](#) [Gloucestershire Community Risk Register](#) 

## Gloucestershire Prepared – Building Resilience Together

Gloucestershire LRF is a multi-agency partnership made up of representatives from the emergency services, local authorities, the NHS, the Environment Agency and others.

We co-ordinate effective and efficient integrated emergency management arrangements within the County of Gloucestershire.

**Gloucestershire Community Risk Register**

The Community Risk Register is the first step in planning for emergencies. It provides information on the emergencies that could occur in Gloucestershire together with an assessment of how likely they are to happen and the potential impacts if they do.

[Read the National Risk Register >>](#)



**Family**



**Business**



**Community**

[Privacy & Cookies Policy](#)

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# Comfort Break

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# An outline of the role of Elected Members

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# Introduction

In an emergency, as with business as usual, Elected Members are not involved in the operational response led by officers but play a leadership role that includes;

## Political Leadership (Before)

Ensuring that the council is meeting its obligations under the CCA 2004, in terms of preparing for and responding to emergencies

## Civic Leadership (During)

Providing a focal point for the local area during the response to an emergency situation

## Community Leadership (After)

Helping to increase community resilience, and supporting communities to recover

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# Role of Elected Members

## before an emergency

What do you think your role is?

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# Role before an Emergency in your Area

**Ensure that the council is equipped and resourced to plan for, respond to and recover from emergencies:**

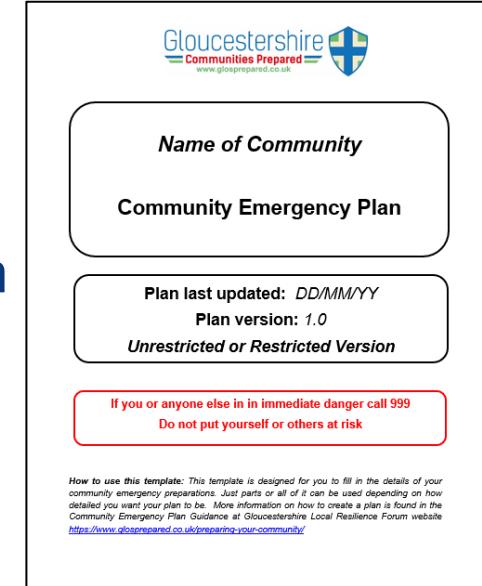
- Make policy & funding decisions to help plan for emergencies
- Be aware of the council's responsibilities under the Civil Contingencies Act 2004 and other legislation
- Gain an understanding of the emergency planning / multi-agency response arrangements in the county.
- Contribute to raising awareness of community, household & business resilience (i.e. Community Emergency Plans, Emergency Kit, signing up to receive weather and flood warnings, signposting to Glos Prepared etc.)

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# Community Emergency Plans

- Plan template and guidance developed by LRF Community Resilience Group
- Available on Gloucestershire Prepared (LRF) website [www.glosprepared.co.uk](http://www.glosprepared.co.uk)
- Parish and Town Council's often the lead, but can be other groups.
- Webinars delivered- slides/ recording on Gloucestershire Prepared website.
- Support and guidance is provided to Parish & Town Councils by District Councils.



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**What do you think could be included in  
a household 'Emergency Kit' or  
'Grab Bag'?**

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# Emergency Kit / Grab Bag

- Torch, emergency lamp, candles, matches
- Batteries
- Mobile phone charging cable
- Portable radio (e.g. wind-up)
- First aid kit, essential medication
- Bottled water (check use by date!)
- Tinned food (tin opener!), cereal/ energy bars etc.
- Blankets/ spare clothes, wash kit, toilet roll, antibac gel, wet wipes
- Children's essentials (if required)
- Pet essentials (if required)
- Copies of insurance and other important documents
- List of key contacts
- Emergency cash



[4 - Make an emergency kit | Gloucestershire County Council](#)

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# Weather/ Flood Warnings & Utilities Support

You could sign up to receive weather and flood warnings and encourage your constituents to do so:

- [Met Office Weather Warnings](#) (SW England)
- [Environment Agency Flood Warnings](#)



Eligible individuals can sign up to utility companies 'Priority Services Register' – to receive support in the event of an outage

- [Priority Services Register](#)

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A graphic showing four stylized human figures in blue, pink, yellow, and purple, arranged in a row. Above them, the text 'Living our values every day' is written in a cursive, light blue font.



# Guidance for Businesses



## Preparing Your Business

Even small incidents can impact your normal daily operations. As a business owner or manager, can you afford not to prepare for disruption?

Prepare

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A decorative graphic showing four stylized human figures in profile, colored pink, purple, blue, and yellow, arranged in a row.





# Role of Elected Members during an emergency

## What do you think your role is?

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# Role During an Emergency in your Area

- Communication link to the local community
- Eyes and ears – advise officers of local issues
- Local knowledge
- Signpost residents to information and support
- Community leadership role/reassurance
- Managing expectations
- Attend and if appropriate chair local residents' forum

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# Communications During an Emergency

- Emergency Planning Team Duty Officer emails Met Office Advisor weather updates and situation report to GCC response staff and Cabinet Members for information.
- For major/ significant incidents, GCC Gold Officer on Call will contact Cabinet Members and Elected Members. This may be:
  - On an individual basis to the Member(s) who's area(s) are impacted
  - Communication/ briefing for all Members for wide area incidents.
- Contact details for relevant organisations are provided in '*Members Guidance in the Event of an Incident*' document under Members Matter webpage [Member Resources | Gloucestershire County Council](#)

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# Role of Elected Members after an emergency

## What do you think your role is?

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# Role After an Emergency in your Area

- Continue to be the communication link between the council and local community
- Assist in the Recovery as appropriate
  - e.g. *supporting local community groups*
- Assist in improving community resilience based on lessons learned from the emergency
- Take part in any debriefs, inquiries, scrutiny committees etc. as required

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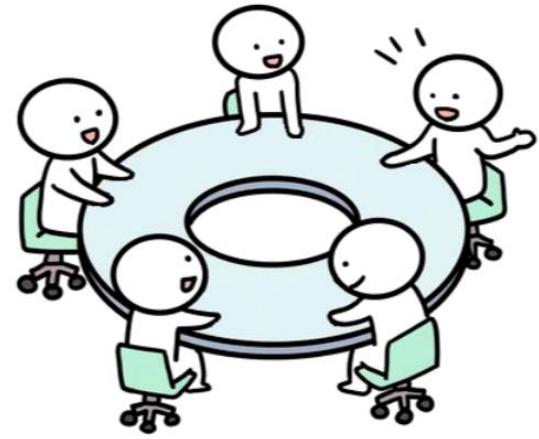
# General Guidance

- Remember your own health & safety- don't put yourself in danger
- Be aware of your own well being e.g. take breaks etc.
- Major incidents are usually followed by a period of confusion. Members should be patient whilst officers clarify the situation
- Members will be notified of an emergency as soon as practical
- Please don't get in the way of the responders e.g. Emergency Services, Highways Officers etc...
- Please don't speak to the media (unless you've been specifically tasked to do so by the Comms Team). Otherwise please direct any queries to the Comms Team.

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# Scenario Discussion



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# Scenario 'Storm Stormzy'

**Overnight, 'Storm Stormzy'  
impacted the county leading to:**

- Widespread flooding, including some property flooding
- Fallen trees- blocking roads
- Loss of power supply to hundreds of properties
- Loss of power to Shire Hall
- Multi-agency response enacted



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# Discussion Questions



**Please work in small groups of 2-4 with the people next to you to discuss:**

- 1) What activity do you think GCC staff may be involved with to support the response to the impacts of the storm?
- 2) What kind of assistance to your community do you think you as an Elected Member could provide during and after this incident?

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# 1) What activity do you think GCC staff may be involved with to support the response to the impacts of the storm?

- GCC Highways arranging for fallen trees to be cleared & flooded roads to be closed.
- Identifying and supporting vulnerable people impacted.
- Communications e.g. road closures, other advice.
- Possibly GCC Emergency Volunteers to support e.g. door knocking to check on vulnerable people etc.
- Business Continuity Plans activated for services operating out of Shire Hall to ensure critical services can continue to be delivered.
- GCC Silver/ Gold likely to be convened – Logist & Admin support.
- GCC reps taking part in multi-agency meetings.

## 2) What kind of support to your community do you think you could provide during and after this incident?

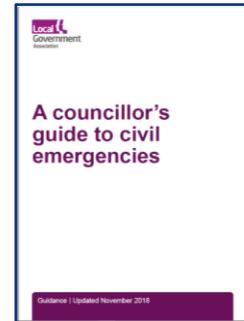
- Signposting to relevant information e.g. road closure info on GCC website, electricity company website etc.
- Reporting any road issues e.g. flooding/ fallen trees to GCC Highways via 08000 514 514
- Reporting any vulnerable people who need specific support
- Recovery – signpost to any relevant support e.g. grants
- Assist in improving Community Resilience based on any lessons learned from the emergency
- **Remember your own well being & don't put yourself in danger**

# Further Information

- **Staffnet – Emergency Planning Team pages** [Emergency Planning Team](#) – provides information on the team including on BCM and slides/recording for an Emergency Planning Awareness session.
- **GCC Website** - Members Matter section- ‘*Members Guidance in the Event of an Incident*’ document under [Member Resources | Gloucestershire County Council](#)
- **Gloucestershire Local Resilience Forum (LRF) website** [Home - Gloucestershire Prepared](#) - for information about the LRF, Community Resilience, Community Risk Register, Household Resilience, Business Resilience etc.

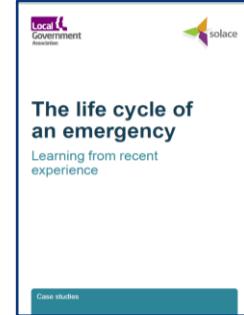
# Further Reading

- **Local Government Association (LGA)**  
**'A councillor's guide to civil resilience'**  
this is a generic guide for councillors in all roles, which also signpost readers to useful reference documents  
<https://www.local.gov.uk/councillors-guide-civil-emergencies>
- **Local authorities' preparedness for civil emergencies: A good practice guide for Chief Executives**  
(Solace & Ministry of Housing, Communities and Local Government)  
a guide that sets out the types of issues local authorities should consider to be fully prepared to respond to a civil emergency. Whilst primarily written for Chief Executives the guide is also a useful resource for councillors  
<https://www.gov.uk/government/publications/local-authorities-preparedness-for-civil-emergencies>



# Further Reading Cont...

- The life cycle of an emergency: learning from recent experience –  
**Solace and Local Government Association.** Detailed case studies of the Manchester Arena bomb attack and a wide area flooding event in Suffolk – examined during the different stages of the integrated emergency management cycle, i.e. preparedness, response and recovery  
[https://www.local.gov.uk/sites/default/files/documents/10.27%20Lifecycle%20of%20an%20emergency\\_02\\_1.pdf](https://www.local.gov.uk/sites/default/files/documents/10.27%20Lifecycle%20of%20an%20emergency_02_1.pdf)



**Civil Contingencies Act 2004-** You can view the Civil Contingencies Act 2004 and guidance documents via these links:

- Civil Contingencies Act 2004 - [Civil Contingencies Act 2004 \(legislation.gov.uk\)](https://www.legislation.gov.uk/ukpga/2004/11/civil-contingencies-act-2004)
- Emergency Preparedness Guidance - [Emergency preparedness - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/emergency-preparedness-and-recovery)
- Emergency Response & Recovery Guidance -  
[Emergency Response and Recovery 5th edition October 2013.pdf \(publishing.service.gov.uk\)](https://www.publishing.service.gov.uk/50087/Emergency-Response-and-Recovery-5th-edition-October-2013.pdf)

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# Next Steps



- Feedback form circulated
- Slides uploaded to Members Matter

Contact details for further info/queries:

[emergencyplanning@gloucestershire.gov.uk](mailto:emergencyplanning@gloucestershire.gov.uk)

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# Remember...

***'Always plan ahead, it wasn't raining when Noah built the ark.'*** Richard C. Cushing



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