

## Maddi Bali

Gloucestershire County  
Council



**Making  
government  
work better**

***CCS – 4<sup>th</sup> April 2008***

***Gloucestershire's BCM  
& 2007 Floods***

***Maddi Bali – Senior EMO***

# Overview

- *Gloucestershire's BCM process*
- *Some challenges / drivers / benefits*
- *Response to Floods – July 2007*
- *Lessons – future work (BS25999)*

# The Gloucestershire Approach

- *Appointed a BCM Officer;*
  - *Agreed a project plan;*
- *Formed a BCM Steering Group;*
  - *Developed a process to 'test';*
- *Tested the process against 4 pilot services;*
  - *Developed BCM Policy/Guide.*
- ***Full commitment and support from Chief Officers  
Management Team***

# BCM Drivers

- *Comprehensive Performance Assessment;*
  - *Performance Management;*
    - *Best Value;*
  - *Civil Contingencies Act;*
    - *Public expectations.*
  
- ***GCC Corporate Risk Register - Risk 4/14***

*Failure to maintain day-to-day service provision (business continuity)  
including ICT;*

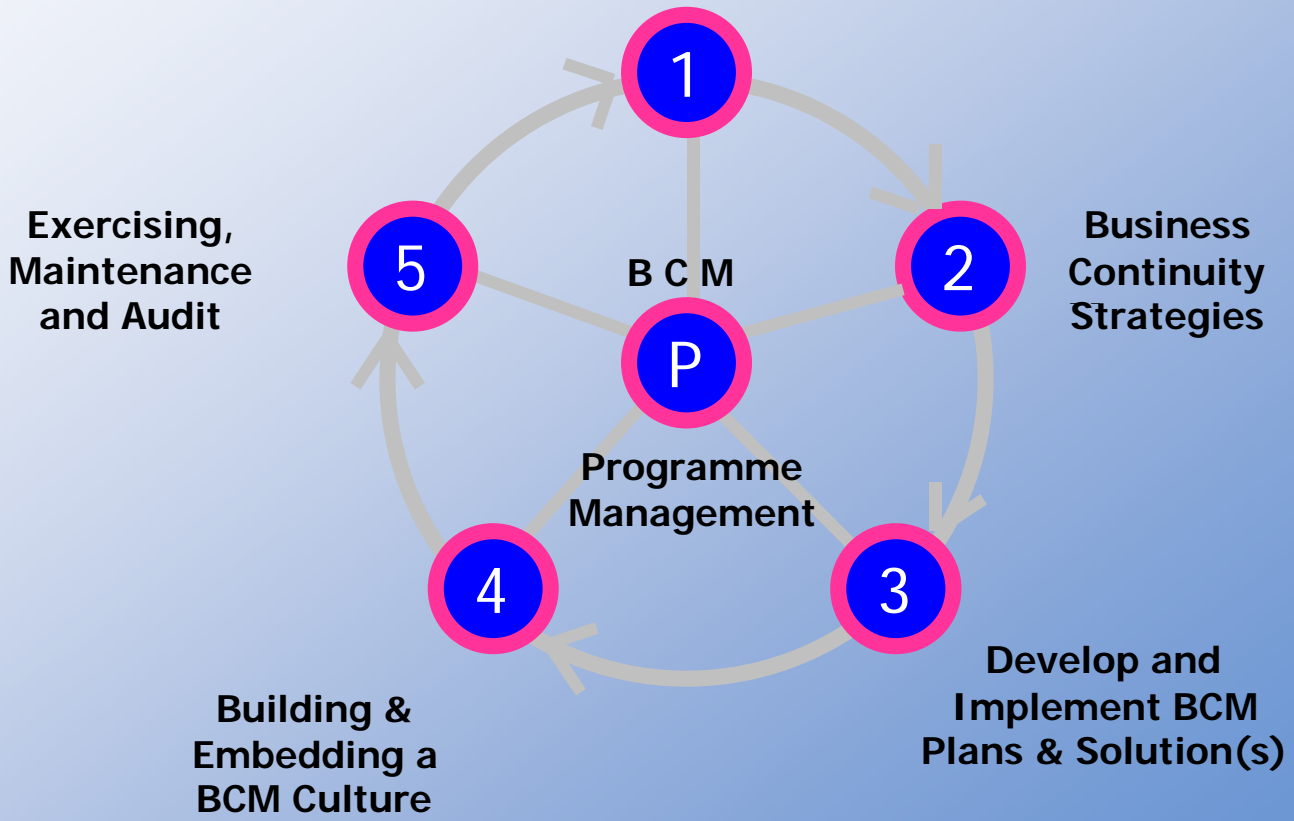
# The Gloucestershire Approach

## Planning Assumptions:

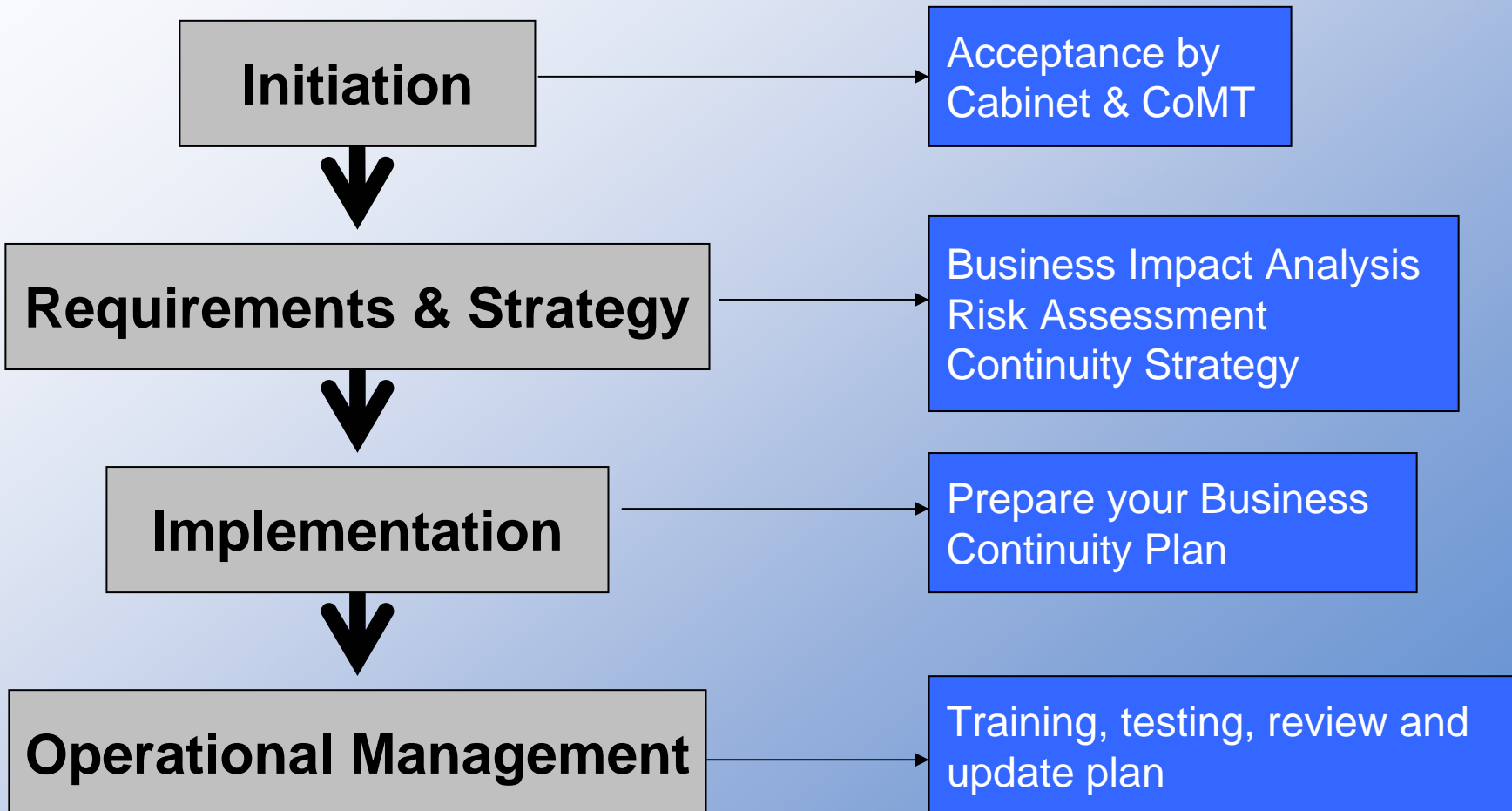
- *Service managers to sustain critical elements of their services without reliance on corporate ICT/Property Services/HR support for up to 5 days.*
- *Resumption of a 'normal' service within 1*

# BCM in the Wider World

Understanding  
Your Business



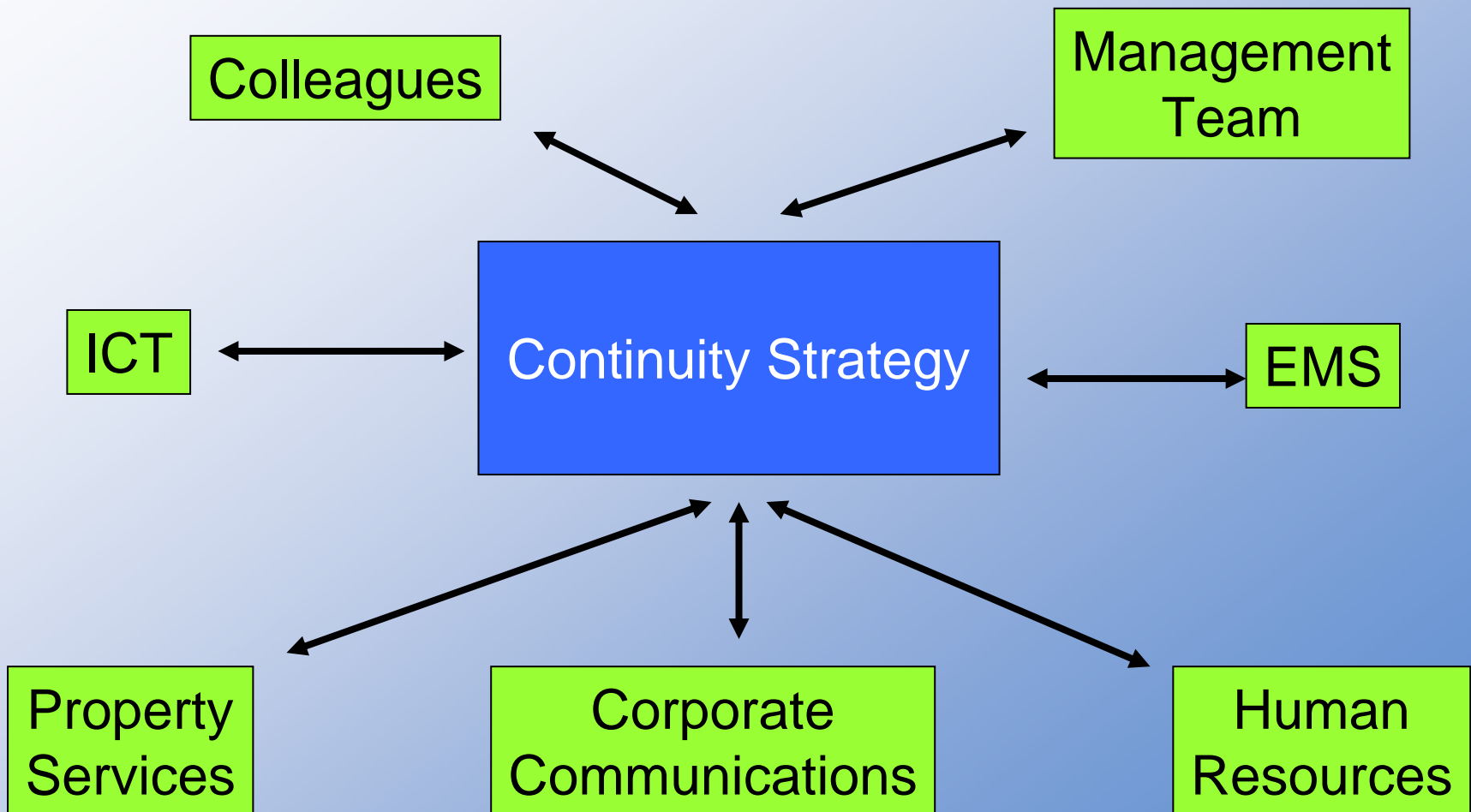
# The Gloucestershire Approach



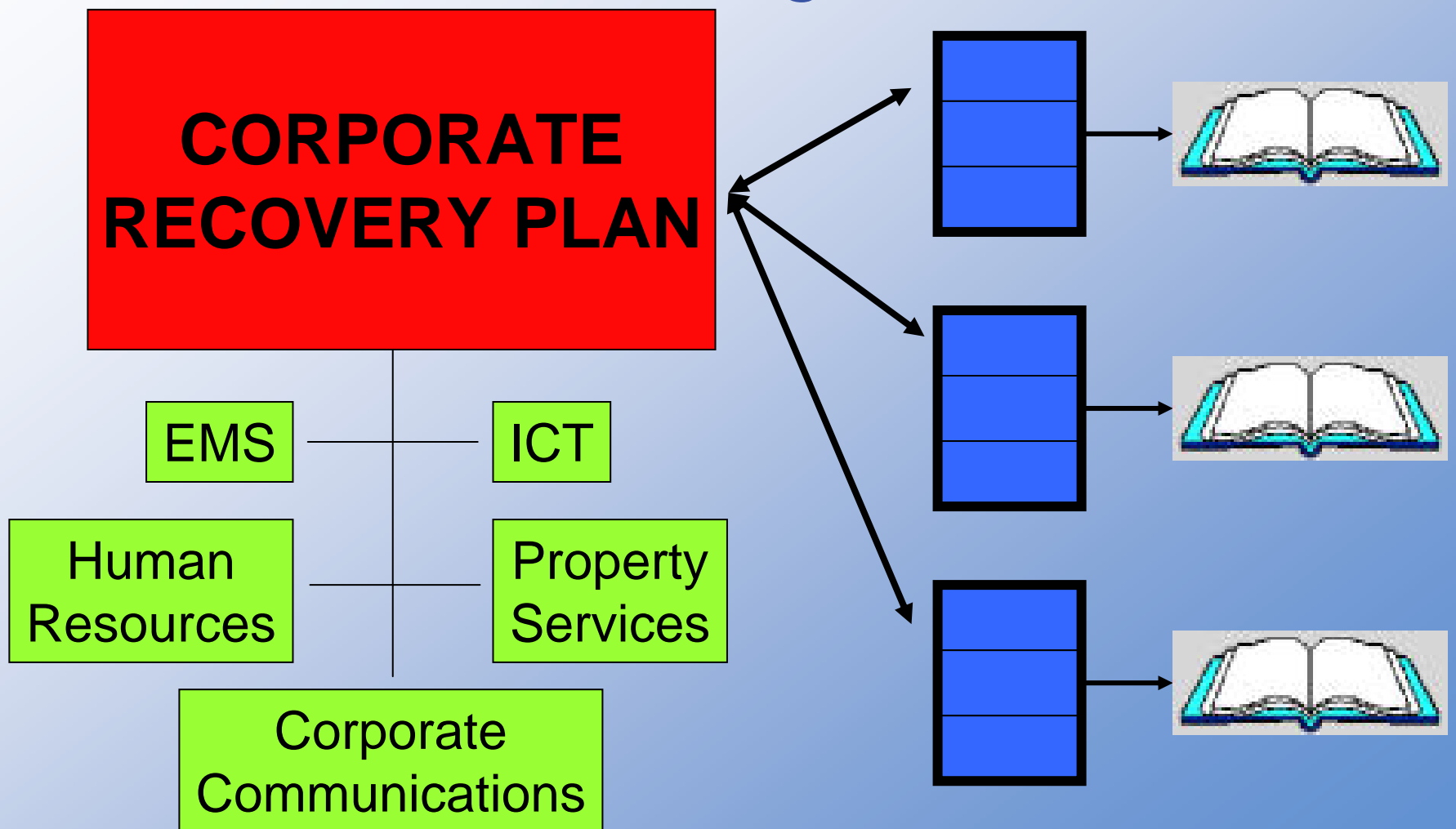
# Service Manager Assistance

- BCM Awareness Course
- Additional Training Sessions
  - Business Impact Analysis
  - Risk Assessment
  - Identification and evaluation of BC Options
  - Preparing the Recovery Plan

# Developing the BCM Strategy



# Coordinating the Plans



# Resource intensive:

- *Champion;*
- *Emergency planners;*
- *Steering group;*
- *Risk Management Steering Group/Corporate Risk Register;*
- *Managers and their teams;*
- *Training;*
- *Time.*

# Challenges to Progress

- *No full-time BCM Coordinator*
- *Organisational Change*
- *BCM role v Emergency Response Team role*
- *Lack of commitment/resource from some Service managers – day job takes priority*

- *Increased understanding about our business;*
- *Some service streamlined or “re-engineered”;*
- *BCM became owned by whole teams and the organisation;*
- *Services are more resilient;*
- *Responses to emergencies are better integrated;*
- *Knowledge is shared.*

All benefits to us in responding to events of July 2007 ...



***Flash Flooding  
20<sup>th</sup> July 2007***



**Average of 3 inches of rain in 6 hours across most of the County**

***Phase 1 ...***



***Fluvial Flooding –  
peaked 2-3 days later***

## ***Mythe WTW***



## ***Phase 2***

***Loss of Water Treatment Works***

***Potential loss of Electricity sub-station***



## ***Walham Sub-Station***

# Strategic priorities

- *preserve life;*
- *provide for the safety and reassurance of the public;*
- *minimise damage to property;*
- *Minimise disruption and alleviate distress;*
- *restore normality.*

# Learning for the future (1)

- *Is the critical infrastructure resilient? challenge national planning assumptions;*
- *Develop plans which provide a flexible framework on which to build an effective response;*
- *Think about longer-term events and how you might sustain your response;*
- *Training is VITAL;*

# Learning for the future (2)

- *Communications were our BIGGEST challenge!*
- *Think about Business Continuity and Recovery on DAY 1;*
- *Be aware of the consequences of your response, e.g. Millions of empty plastic bottles;*
- *Community & Business Resilience must be better developed.*

# Longer term

- *Keep emergency response, BCM and Recovery tasks/roles separate*
- *Review of critical services – greater ‘buy-in’ for BC planning / review of plans*
- *Compliance with BS25999 and process proven to be effective*
- *Application to be submitted in due course*