

Adapt, assign and apply this card with immediate reference to the Scenario Runbook identified by, and as directed by the Crisis Team

1. Assign the primary or alternate or other competent available person

Site	Primary	Mobile	Alternate	Mobile
Head Office & Central	Stuart Rollo	07740216278	Walter Herring	07788253730

2. If necessary, check role assignees have required competences and training

Required Competencies	Preferred Training
Health & Safety Training	Resilience awareness training (F2F and CBT), participation in scenario exercises Relevant professional training and qualifications

3. Adapt and apply the following role-specific goals, behaviours and checkpoints

Priorities	Checklist
Health and safety oversight risk management	Ensure compliance with Health & Safety guidelines

4. Refer to the live Scenario Runbook selected by the Crisis Team. Adapt and apply all role-assigned recovery options as directed by the Crisis Team

5. Additionally, select, adapt and complete each of the following role-specific detailed operational tasks that apply for the live Scenario before its Milestone deadline. The Checklist refers to section 6 for this activity's asset recovery plans and section 7 for workarounds in case other relied-on assets are not recovered in time

6. Recover each of the following role-assigned scenario-affected assets to its Planned Level before the Milestone deadline

Asset	Category	Type	Checklist	Planned	Level %	Milestone
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SEPA	Stakeholder	Regulator	Manage expectation See Comms Plan	30.00		T9
Health & Safety	Activity	Administration	Work from home or assigned offices if displaced as per recovery strategy	3.00		T5

7. Confirm that all assets relied-on by this role activity are unaffected or will be acceptably recovered. Adapt and apply workarounds if available

Asset	Category	Responsible	Workaround	Planned	Level %	Milestone
Standard Desktop	Resource	IT	Locate secure alternative or wait for IT to supply	3.00	100	T5
MyLothian	Application	Comms and PR	Verbal communications and alternate data sources	2.00	100	T5
Head Office & Central	Infrastructure	Facilities & Security		60.00		

8. The following local internal contacts may be required during business recovery. Communicate on a confidential authorised basis

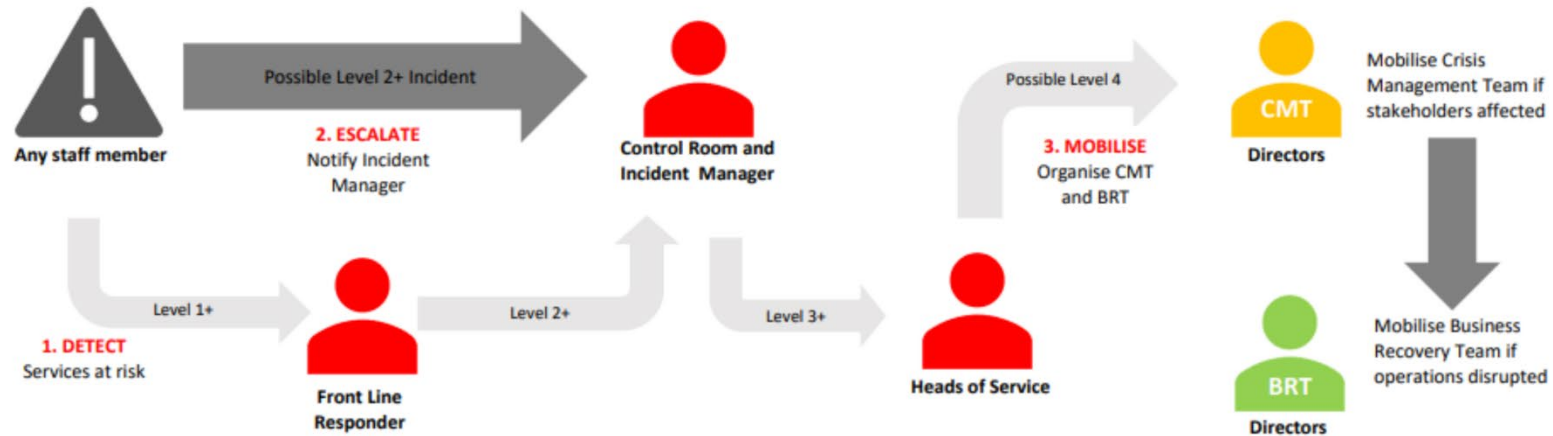
Name	Business Unit	Business Role	Mobile	Relevant Competencies
Gaynor Marshall	Marketing & Comms	Communications Director	07947672565	Crisis communications, leadership, incident response
Dylan Dastey	Engineering	Engineering Director	07500984173	Engineering management, incident response
Walter Herring	Risk & Insurance	Head of Risk	07788253730	Risk and insurance, BC Sponsor, crisis management, , incident response
Willie Hamilton	Operations	Operations Director	07429271227	Operations, crisis and incident management
Robert Benns	Finance	Finance Director	07740216285	Finance, leadership, crisis support
All Trained Responders	Operations	NA	See site card	Front-line incident response
Colin Dalrymple	Facilities & Security	Facilities & Security	07740216287	Facilities and security, incident response, plant and infrastructure, supplier

9. The following suppliers may need to be contacted. Communicate on a confidential authorised basis only using CMT-approved messages and information

Name	Organization	Contact Role	Mobile	Office	Email	Comment
Duty Officer (Police)	Police Scotland Edinburgh			0131 311 3084		

Resources

Detection and Escalation



- 1. Detect** Any member of staff may raise the alarm if an incident has occurred.
- 2. Escalate** If clearly greater than Level 2, immediately notify **Control Room** and on-site **Incident Manager** before attempting to contain the incident. If apparently Level 1 or 2, notify a trained **Front-Line Responder** to assess and respond to the situation. If greater than Level 2, the **Front-Line Responder** must notify the **Control Room** and on-site **Incident Manager** before attempting containment.
- 3. Mobilise** If apparently level 3 or 4, the **Control Room** or **Incident Manager** must escalate further and notify **Head(s) of Service**. If greater than Level 3, **Head(s) of Service** must decide whether to escalate to **Director(s)**. If Level 4, **Director(s)** must decide whether to mobilise **Crisis Management Team (CMT)** and/or **Business Recovery Team (BRT)**.

Incident Fact Sheet

INCIDENT NUMBER (IN): obtain from Incident Responder

ABOUT THE INCIDENT **COMMUNICATION**

What happened?	Type of incident Probable cause Assets affected People affected Scale and scope	Emergency services called?	Police (when?)	Fire	Paramedic/Ambulance
How is the situation developing?	Contained Static Worsening	Internal Escalation started?	Line Manager or BRC	Incident Response Team	Crisis Management Team
How severe are casualties?	1 None 2 Minor 3 Significant 4 Life-threatening 5 Permanent	Who else have you told?	Internal	Personal	External
What is the business impact?	1 Negligible 2 Minor 3 Temporary 4 Severe 5 Permanent	Which 3rd Parties are aware?	Customers Suppliers Competitors Neighbours		
When did it happen?	Time date day	Is the Media aware?	Who and what is their angle		
How did you detect the incident?	Physically present Told by (provide full details)	Is it in the Social Media?	Who, what sites and what is being said		

ABOUT YOU

Who are you?	Name	Role		DO take the time to keep clear notes about what happened DO assume you will need to refer to them later DO ask for time to write things down	DON'T trust your memory or guess DON'T use scraps of paper. Get a notepad DON'T make assumptions
How can you be contacted?	Mobile	Home	Email		
What action have you taken?	None Specify				

NOTES AND DETAILS – Continue Overleaf

Damage Assessment

INCIDENT DAMAGE ASSESSMENT				Distribute to CMT			
Assessed by	Your Name			Your Role	Your Mobile		
Assessed at	MM:HH DDMMYY			Incident Location			
Incident Number	From Incident Coordinator			Incident Date Time	MM:HH DDMMYY		
EXTERNAL				INTERNAL			
Safe access to site	Roads Rail links Pedestrian			Products and Services			
Persisting external threats	Natural Civil Industrial Severity Trend Duration			People	Are people affected sick injured traumatised		
Utility disruption	Water Drainage Power Gas Telecomms			Business processes			
Key stakeholders affected	Employees Clients Regulators			Information assets	Databases Paper Records		
Media interest	Social Trade National			Applications			
Products and Services				Systems and Networks	Physical Virtual Hosted Local Wide-Area Wireless		
People	Are people affected sick injured traumatised			Plant and Infrastructure	Buildings Storage Production Equipment		
Critical supplier disruption	Identify			Tangible assets	Stock Office		
NOTES AND DETAILS – Continue Overleaf							

Activity Log

Distribute to IRT, assigned BRT and CMT log-keepers (multiple sheets)		SHEET NUMBER:	
Ref No	Activity or Status Description	Date/Time	Logged By

Crisis Checklist

PRINCIPLES		RESPONSE SUMMARY	
<ul style="list-style-type: none"> Protect and ensure the safety and welfare of staff and those affected Protect organisational assets, liquidity, reputation and environment Continue to supply products and services to customers Comply with relevant laws and regulations 		<p>Detection Incident notification by Incident Responder via any member of staff.</p> <p>Activation Contact Incident Manager. Contact and activate the CMT. Act to ensure staff safety and welfare</p>	
AGENDA		<p>Initial Meeting Face-to-face OR telcon</p>	
<ul style="list-style-type: none"> Situation report. Damage assessment and impact analysis Review the plan and confirm actions Review the strategy prioritisation and timeframes Communications Next meeting 		<ul style="list-style-type: none"> Organise. Assign roles, responsibilities. Deputise where primary is absent Adapt the plan and agree a response strategy. Minute all CMT meetings Assess damage and analyse impact. Agree timeframes and priorities Establish communications strategy. Notify key staff and management Mobilise business recovery teams. Invoke work area recovery if required Communicate with key stakeholder groups (customers, suppliers, agencies). Buy time Engage professional support for legal, media, insurance, financial response Agree timing and format for update meetings 	
INFORMATION and COMMUNICATION		<p>Meetings Observe the principles and follow the agenda</p>	
<ul style="list-style-type: none"> Where are we getting our internal/external information? How often is it updated? How current and reliable is it? Can key facts be corroborated? Do we believe it? Are we sharing information effectively? Is our decision-making consistent? What information do we need and how where can we get it? Who is coordinating the information process? 		<p>Stand Down Communicate the stand-down when incident is contained or ended</p>	
ASSESSMENT	ANALYSIS	MOBILISATION	RECOVERY
<ul style="list-style-type: none"> What happened? When? How? Rate and direction of situation change? What parts of business are affected? What steps taken to contain the damage? Who is in charge? Incident Manager? 	<ul style="list-style-type: none"> What are the threats to business? What are our immediate priorities? What seasonal cyclic issues do we face? What is the worst-case outcome? How fast must we respond? 	<ul style="list-style-type: none"> What parts of the BRP do we activate? Who should be mobilised? On standby? CMT need to meet? When? Where? What is the core message? Who must we notify? Suppliers Clients? 	<ul style="list-style-type: none"> Which recovery teams do we activate? What is the strategy? Have key roles been assigned? How is recovery funded/resourced? Who owns this activity?
MEDIA	HUMAN WELFARE	STAKEHOLDERS	INSURANCE and LEGAL
<ul style="list-style-type: none"> Will there be media interest? Who will front the press conference? What are the messages to stakeholders? Do we need to engage media experts? Who owns this activity? Trained? 	<ul style="list-style-type: none"> Are people affected? Who? How badly? Are they being cared-for? By whom? Can we account for all our people? What are we communicating to staff? Who owns this activity? 	<ul style="list-style-type: none"> Which clients are will be affected? What service reduction will they tolerate? How what when will we communicate? Who owns this activity? 	<ul style="list-style-type: none"> Will there be legal challenge? Do we need to act now or instruct staff? Insurers / legal counsel informed? Are we following their instructions? Who owns this activity?

GUIDE

Work at the speed of the crisis	You cannot control external factors and risk being overtaken by events if you over-plan or wait for meetings or to observe protocol. Social media is near-instantaneous, and you must be on top of it at all times e.g. monitor Twitter
Prepare for judgement calls	YES, you need the best possible decision information BUT the full information may not be available SO you need to compromise. Apply 80:20 but consider the full range of outcomes and consequences
Share high-grade information	MONITOR all forms of media constantly. BE AWARE OF the quality reliability age and relevance of the information at your disposal. Ensure essential others SHARE the same consistent decision information
Respond early	You can BUY TIME by notifying third parties allowing them to prepare and invoke their own continuity plans. Involvement early reduces the likelihood of later shock and embarrassment
Get external support	Crises are familiar to those who specialise in handling them. Engage experts to advise on critical decision areas including PR, Welfare Agencies, legal Counsel, Insurers, Loss Adjusters, Forensics. They may be able to provide additional resource.
Keep focused	Focus on organisational position and perception. Take a strategic forward-looking view and provide direction BUT stay detached from internal operational recovery
Delegate	Be prepared to hive off specific issues and problems and delegate to teams formed specifically for the task. Establish terms of reference, provide command and control, receive information via frequent reports
Keep records	You MUST keep detailed records of all decisions and actions taken. These may be needed to support investigations, challenge lawsuits and evolve the crisis response.