

Cynllun Parhad Busnes ar gyfer Lle, Seilwaith a Datblygiad Economaidd

Business Continuity Plan for Place, Infrastructure & Economic Development



sirgar.llyw.cymru
carmarthenshire.gov.wales



Document Summary

Purpose of the document	To set out the roles, responsibilities and actions to be taken by the relevant functions to re-instate the service following major disruption.
Authors	
Document Approved by	PIED DMT
Date Approved	[TBC]
Version	Ver.2.0
Review Date	18 th September 2025
Publication/Distribution	

Amendments

Section/Page Number	Description of amendment	Date	Amendments made by

DMT Distribution List

Name	Role	Emergency Contact Number
Ainsley Williams	Director of Place, Infrastructure and Economic Development	Mobile: 07870 199318
Daniel W John	Head of Environment & Infrastructure	Mobile: 07958 306601
Simon Davies	Head of Economic Development and Property	Mobile: 07900 687293
Rhodri Griffiths	Head of Place and Sustainability	Mobile: 07446 946321
Jackie Edwards	Business Improvement Manager	Mobile: 07805 070111

Contents

DMT Distribution List.....	2
Introduction.....	6
Plan Activation Process	7
Activation of the Plan and Initial Actions	7
Recovery Priorities	11
Environment & Infrastructure Division	11
PRIORITY RED SERVICES.....	16
Service/Division: Highway Services, Environment & Infrastructure	16
Service/Division: Highways Asset, Environment & Infrastructure	18
Service/Division: Fleet Services, Environment & Infrastructure	19
Service/Division: Passenger Transport, Environment & Infrastructure	20
Service/Division: Public Lighting, Environment & Infrastructure	21
Service/Division: Street Works, Environment & Infrastructure.....	23
Service/Division: Civil Contingencies, Environment & Infrastructure	24
PRIORITY AMBER SERVICES	25
Service/Division: Highway Assets, Environment & Infrastructure	25
Service/Division: Fleet Services, Environment & Infrastructure	25
Service/Division: Engineering Design, Environment & Infrastructure.....	26
Service/Division: Passenger Transport, Environment & Infrastructure	27
Service/Division: Traffic Management & Road Safety, Environment & Infrastructure	27
Service/Division: Waste Services, Environment & Infrastructure	30
Service/Division: Grounds Maintenance	41
PRIORITY GREEN SERVICES	44
Service/Division: Fleet Services, Environment & Infrastructure	44
Service/Division: Waste Services, Environment & Infrastructure	44
Service/Division – Environmental Cleansing & Enforcement	45
Service/Division: Public Realm, Environment & Infrastructure	46
PRIORITY BLACK SERVICES	48
Service/Division: Traffic Management & Road Safety, Environment & Infrastructure	48
Service/Division: Civil Contingencies, Environment & Infrastructure	48
Economic Development & Property Division.....	51
Economic Development and Property Senior Management Team Distribution List	51
PRIORITY RED SERVICES.....	54
Service/Division: Non Housing, Economic Development & Property.....	54
PRIORITY AMBER SERVICES	63

Service/Division: Non Housing, Economic Development & Property.....	63
PRIORITY GREEN SERVICES	66
Service/Division: Non Housing, Economic Development & Property.....	66
Service/ Division: Shared Prosperity Team.....	69
Service/ Division: Skills and Employability.....	69
Service/ Division: Economic Development	70
PRIORITY BLACK SERVICES	71
Service/Division: Non Housing, Economic Development & Property.....	71
Place & Sustainability Division.....	73
Place and Sustainability Senior Management Team Distribution List.....	73
PRIORITY RED SERVICES.....	79
Service/Division: Place & Sustainability	79
PRIORITY AMBER SERVICES	82
Service/Division: Building Control, Place & Sustainability.....	82
Service/Division: Development Management, Place & Sustainability	82
Service/Division: Information Management, Place & Sustainability	85
Service/Division: Natural Environment and Sustainability, Place & Sustainability.....	87
Service/Division: Flood and Coastal Protection, Place & Sustainability	88
GREEN SERVICES	92
Service/Division: Flood Defence and Coastal Protection	92
Service/Division: Development Management & Built Heritage, Place & Sustainability.....	93
Service/Division: Policy and Placemaking, Place & Sustainability	95
Service/Division: Natural Environment and Sustainability, Place & Sustainability.....	95
Service/Division: Building Control, Place & Sustainability.....	96
Service/Division: Information Management, Place & Sustainability	97
PRIORITY BLACK SERVICES	100
Service/Division: Flood Defence and Coastal Protection, Place & Sustainability	100
Service/Division: Strategic Policy and Placemaking, Place & Sustainability.....	103
Service/Division: Natural Environment and Sustainability, Place & Sustainability.....	105
Service/Division: Sustainable Development, Place & Sustainability	106
Service Improvement and Transformation Division.....	109
Service Improvement and Transformation Senior Management Team Distribution List	109
Workspace	127
Systems/Voice Networks/Key Data.....	128
Staff Welfare.....	129
Communicating with staff	129
Media/Public Information	130

Plan Maintenance Procedures	131
Plan validation (Exercises)/Training Schedule	131
Appendix A Staff Contact Details	132
Appendix B Supplier Contact Details.....	132
Appendix C Log Sheet.....	132

Introduction

This plan is to be used to assist in the recovery of the Relevant functions provided by each of the Divisions of the Environment Department, in the event of a major disruption to the service. A major service disruption is defined as a significant incident which threatens personnel, buildings or the operational structure of the service and requires special measures to be taken to restore things back to normal.

Aim of the Plan

The aim of the Plan is to set out the roles, responsibilities and actions to be taken by the relevant functions to re-instate the service following major disruption.

Objectives of the Plan

The objectives of the plan are:

- To provide for continuity of the functions essential to the service.
- To reduce the disruption of clients, employees, and services to an acceptable level.
- To ensure that Departmental Pandemic Risks are addressed.

Planning Assumptions

A planning assumption has been made that any service disrupted by an unplanned event will achieve a 'normal service' within a maximum of two months. However, this does not mean that everything will be re-instated to a level equal to that prior to disruption. Corporate ICT/Property/People Management support will be provided but an individual service will be expected to be self-sufficient for at least the first 5 days following a disruption.

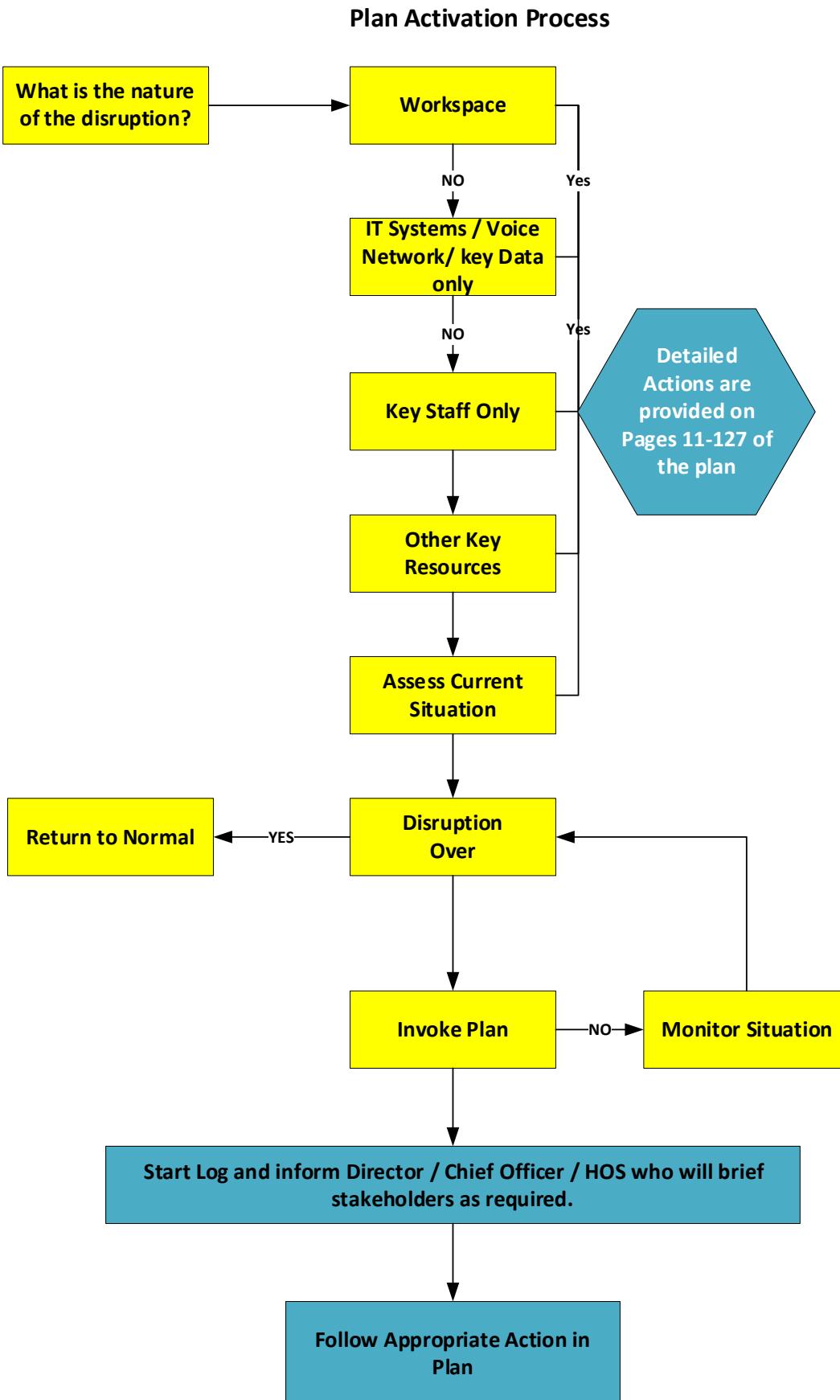
Scope

As part of Carmarthenshire County Council Business Continuity Management (BCM)strategy the BCM process has been applied to the Relevant function / Business Area. This plan contains detailed information gathered from a business impact analysis, the outcomes of the impact risk analysis and evaluation of a range of recovery / risk reduction options.

The Recovery Priorities are detailed on pages 11-127 of this Plan, which includes all the "Business Areas within the Department that require specific Business Continuity Plans. It also sets out the details of the recovery measures to be taken in the event of a major disruption to the service.

Plan Activation Process

Activation of the Plan and Initial Actions



ACTIVATION PROCEDURE

- Temporary and or partial interruption of Service Delivery (normal operational practices does not require implementation of Business Continuity Plan, this is simple contingency planning)
- Crisis- is more than a temporary / partial loss of service which requires implementation of BCP, this may require convening internal Bronze/ Silver / Gold meeting structures.
- Crisis- tipping point when loss of services requires the assistance / support of other external partners, the loss of service may constitute an emergency and or Major Incident, this will require the convening of an TCG / SCG.

“Emergency” is defined in Part 1 of the Act as: an event or situation which threatens serious damage to human welfare in a place in the UK, the environment of a place in the UK, or war or terrorism which threatens serious damage to the security of the UK.

The national definition of a Major Incident by JESIP:

“An event or situation with a range of serious consequences which require special arrangements to be implemented by one or more emergency responder agency.”

The Tactical Coordination Group (TCG) or relevant departmental operational sub group, if established, to convene ASAP, consider issues & make decisions to stabilise the situation (see Opening Agenda below).

- The relevant departmental operational sub group, if established, will be responsible for the activation of the Relevant Section Business Continuity Management Plan. All Relevant
- Section staff members to be contacted and advised of the current situation and their role during the recovery phase.
- Notification of a business interruption may originate from any source. It is envisaged however that it will come from site staff during occupation of premises, or from one of the emergency services during unoccupied periods.

The following activation sequence will normally be used when informing Carmarthenshire County Council personnel of the activation of this plan:

“Standby” will be used as an early warning of a situation which might at some later stage escalate and thus require implementation of this Plan. A "Standby" allows key officers time to think, brief staff, start a business interruption log and prepare for the deployment of resources should an "Implement" message be received. This is particularly important if an interruption occurs towards the end of office hours and staff may need to be asked to stay at work until the situation becomes clear. Resources are not normally deployed at this stage (although this will largely depend upon circumstances) and a "Stand Down" may follow this type of alert.

“Implement” will be used to request the immediate utilisation of officers and resources in activation of the plan.

“Stand Down” will be used to signify the phased withdrawal of any services provided due to activation of the plan. The Head of Relevant Section or designated lead officer will give the stand down order. They will also manage the return to normal working.

GENERAL PRINCIPLES FOLLOWING A MAJOR INCIDENT:

1. **Preserve life and limb**
2. **Protect Council property**
3. **Maintain critical services**
4. **Recovery of other services**

CONFIRM

Obtain the facts & record the information

- **Who** (is at risk, injured?)
- **What** (happened?)
- **When** (did the incident occur, will the emergency services arrive?)
- **Where** (are the affected people now, did the incident occur?)

CONTAIN

- Evacuate, or get people into buildings and shut windows, doors, vents, etc
- Account for staff / pupils / clients / others
- Stabilise the situation — preserving life, limb as a priority, then PCC assets and critical services

CONTROL

- Activate **Relevant Section** Business Continuity Plan
- Activate **Relevant Section** Business Continuity Team
- Determine the severity of incident
- Consider actions required and priorities
- Direct and delegate activity
- Regularly re-assess the situation & risk status
- Are any additional actions or revisions to existing actions required?

COMMUNICATE

Effective communication is critical:

- To staff / stakeholders / Senior Management
- Emergency services
- To suppliers / service providers
- Others

POSSIBLE ACTIONS (subject to circumstances at the time)

1. Take whatever immediate action is required to preserve life and limb (e.g. Dial 999)
2. Take whatever action is required as far as is practicable to protect property & maintain critical services
3. Liaise with the relevant Emergency Services to ascertain the seriousness of the incident
4. Call a meeting of the relevant departmental operational sub group, if established, or other senior Relevant Section officers if not available, & activate the Relevant Section Business Continuity Management Plan to manage the incident and assign roles. (See Opening Agenda 10 d. below.)
5. Ensure that an up-to-date log is kept of all events /decisions / actions in case of a later enquiry. A template for this is included at the end this document.
6. Constantly reevaluate the threat to the Relevant Section and respond accordingly.
7. Release appropriate resources.
8. Consider any legal implications.
9. Brief senior management/staff etc as soon as is practicable
10. When the end of the crisis is in sight, consider a return to normality strategy
11. At the end of the immediate crisis, the recovery process can be managed by the relevant departmental operational subgroup and/or departments/services as deemed appropriate at the time.
12. Hold a debrief to see what lessons can be learned

Please note that the actions described are generic in nature and are designed to be an aid in the decision-making process. Circumstances may dictate alternate actions, in order to preserve life, property and service provision or other priorities at the time.

Recovery Priorities

Key Services by Division

Environment & Infrastructure Division

Environment and Infrastructure Senior Management Team Distribution List

Name	Role	Emergency Contact Number
Daniel W John	Head of Environment & Infrastructure	Mobile: 07958 306601
Geinor Lewis	Strategic Waste and Circular Economy Manager	Mobile: 07833 441744
Gary Baxter	Strategic Public Realm Manager	Mobile: 07880 504371
Simon Charles	Strategic Integrated Transport Service Manager	Mobile: 07891 100029
Owen Roberts	Strategic Fleet Service Manager	Mobile: 07966 068729
Darren King	Highway Services Manager	Mobile: 07880 504373
Adrian Harries	Professional Design Services Manager	Mobile: 07974 820273
Jason Jones	Property Maintenance Manager	Mobile: 07976 366737
Vacant	Strategic Highways and Network Infrastructure Manager	Mobile:

Environment and Infrastructure Service Managers Distribution List

Name	Role	Emergency Contact Number
Darren King	Highway Services Manager	Mobile: 01554 834375 Mobile: 07880 504373
Chris Nelson	Highways Asset Manager	Mobile: 07772 827645 01559 362043 Mobile: 07880 504252
Caroline Ferguson	Countryside Access Manager	Mobile: 01558 823736 Mobile: 07900265767
Alan Warner	Recreation and Access Manager	Mobile: 07816 303238 Mobile: 07919592680
Steven Raymond	Environmental Enforcement Manager	Work: 07768 144785 Mobile: 07971 871807
Gary Baxter	Strategic Public Realm Manager	Work: 07780 504371 Mobile: 07796 934758
Antonia Jones	Fleet Services Manager	Mobile: 07979 957003
Arwel Price	Public Lighting Manager	Work: 07747 456468 Mobile: 07791 132169
Tony Hopkins	Street Works Manager	Mobile: 07517 288249
Gary Owen	Parking Services Manager	Mobile:
Alwyn Evans	Passenger Transport	Mobile: 07971 875 716
Mike Jacob	Traffic Management & Road Safety	Mobile: 07828 853617
Simon Charles	Strategic Infrastructure Manager	Mobile: 07891100029
Shaun Lynch	Waste Operations	Mobile: 07900220716
Yana Thomas	Waste Transformation & Infrastructure Manager	Mobile: 07540637320
Geinor Lewis	Strategic Waste & Circular Economy Manager	Mobile: 07970 156831

Environment & Infrastructure

Priority	Services	Definition
RED	Emergency Response Road Traffic Accident (RTA) attendance Weather Events Winter Services (seasonal 12 hr shifts) Trunk Road Emergency Response Trunk Road Lane Closures Trunk Road Closures/Diversion Winter service and out of hours systems & support Structures Inspections - Emergency Maintenance & Breakdowns Fuel School Transport Public Lighting Emergency Response & Traffic Signals 2 Hour defects Emergency Planning Information, Attend/Support and Emergency Cover Sharing information with external Agencies Attend / support senior officers at TCG / SCG Identify / prioritise vulnerable persons	Time Critical service needing to be restored within 0-1 hour

	Provide out of hours Emergency cover via shared Emergency Planning Duty Officer rota	
AMBER	Highways General Maintenance Inspections and report monitoring Priority Maintenance (Structures) Countryside Access (PROW) Emergency inspections –structures, danger on the network Fleet — Hire & Supply Weather Incident Inspection Dangerous Structures Inspections Public Transport Road Openings Utility Company TRO's & Closures Scaffold, Skips & Road Openings Parking, Patrols/ Enforcement Waste Collection & Disposal	Important service needing to be restored within 24 hours
GREEN	Emergency Construction Inventory and records Management Programme management Inspections (Fleet) HWRC Litter	Important service needing to be restored within 5 days
BLACK	S38 Adoptions Grants	Important service needing to be restored within

	Traffic Road Orders Definitive Map Orders & PROW Temporary Traffic Regulation Orders Countryside Access (PROW) general maintenance PROW Grants Con29 Searches Assist with post incident multi- agency debriefs	2 Months
--	--	----------

PRIORITY RED SERVICES

Time Critical service needing to be restored within 1 hour

Service/Division: Highway Services, Environment & Infrastructure

Emergency Response and Road Traffic Accidents (RTA's)

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
4 Operatives	4	Highways Depots x 5	Computer Tablet for receiving work instructions & smartphone	Duty Officer / Supervisor rotas in place

Mitigating Measures	Identified Gaps	Additional Info and Links
Framework Contractors can provide out of hours/emergency cover to support DLO operatives. Duty Officer / Supervisor rotas in place	Confirmation received from current contractors with regards to emergency gangs, number and contact details included within Service Data document. Contract management via Adrian Harries [Design Services Manager].	Winter Service Programme Winter Service Plan - Carmarthenshire County Council Highways Out of Hours Highways Out of Hours - Home Emergency response

Weather Events

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
12 Operatives	12		Weather forecasting Service and Roadside Weather stations Route navigation software / Vehicle tracking Online Winer service management systems	

Winter Services (12hr Shifts)

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
30 Operatives (15 per 12hr Shift)	19 County 8 Trunk		Weather forecasting Service and Roadside Weather stations Route navigation software / Vehicle tracking	

Mitigating Measures	Identified Gaps	Additional Info and Links
Framework Contractors in line to provide potential out of hours/emergency & HGV driver cover to support operatives. Met Office Advisor (Civil Contingencies) weather updates	There are 11 primary county gritting routes & 4 trunk road gritting routes	Winter Service Programme Highways Out of Hours Emergency Response

Trunk Road Emergency Response

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
4 Operatives	2		Computer Tablet for receiving work instructions & smartphone	

Trunk Road Lane Closures

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
4 Operatives	2		Computer Tablet for receiving work	

			instructions & smartphone	
--	--	--	---------------------------	--

Trunk Road Closure/Diversion

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
12 Operatives	6		Computer Tablet for receiving work instructions & smartphone	

Service/Division: Highways Asset, Environment & Infrastructure

Winter Service and Out of Hours Systems and Support

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Asset Manager 1 staff	Pool car provision – 4x4 if available	Deploy from Home	Online winter service management Systems – Vaisala and Metdesk	Roads Weather forecasting Service via Metdesk

Structures Inspections – Emergency

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Senior Engineer Structures / Consulting Engineer	Pool car provision – 4x4 if available	Deploy from Home	Online Structures Management system	Established priority list of main river bridge inspections during/post major flood events

Mitigating	Identified Gaps	Addition info & Links
Currently using SharePoint and Teams for out of hours service/emergencies information. Easy/instant 24hr access for documents. Sharepoint site managed by Chris Nelson) Public Online Reporting system for incidents and issues on the highway – electronic work	Staff able to cover from Asset or Engineering Design team, vice versa for emergency bridge inspections. Contact information for emergency cover available on their SharePoint team: https://carmarthenshire.sharepoint.com/sites/HighwaysOutofHours Access needed to Pool Car keys – limited pool cars currently, a number managed by Engineering Design, key locations tbc	Collating of information and links in one space are very important, 'access for all'. Idea of reducing individual emails. Documentation and contact numbers need to be in one space (full information). Potential to implement across departments. Potential shift from CFP. Business Continuity Plans

Service/Division: Fleet Services, Environment & Infrastructure

Maintenance & Breakdowns

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
2 Fitters (Winter)	2 vehicles	Depot	Laptops Mobile	

Fuel

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
1	Pool Vehicles Own Vehicles	Depot	Laptops Mobile	

Mitigating Measures	Identified Gaps	Additional Info and Links
Weekly rota in place for standby out of	Emergency cover: Support in place for administrative	Fleet Standby Rota

<p>hours/emergency call out & breakdown service, any technicians can be called upon as multiskilled. Critical activities identified- detailed frameworks in place for each activity with supporting contacts provided. Worst case scenario - half technicians being absent, only critical activities will be carried out i.e. Maintenance & breakdowns, Fuel, Hire & Supply, Inspections & MOT's.</p>	<p>tasks.</p> <p>Use of fuel suppliers from framework.</p> <p>Use of framework maintenance contractors to support capacity to support MOT and inspections.</p>	<ul style="list-style-type: none"> - On-call Technician (Llanelli, Glanaman, Llandovery area) - 07976 463579 - On-call Technician (Carmarthen and west area) - 07721 605917 <p><u>Business Continuity Plan - Fleet Services.docx</u></p>
---	--	--

Service/Division: Passenger Transport, Environment & Infrastructure

School Transport

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Network Officer available from 0700 term time but no formal "out of hours" arrangements	Office based Transit van available during office hours, none available out of hours	No access out of hours	Access to all data via laptops and (for most staff) mobile phones – subject of course to broadband/wireless/signal available	

Mitigating Measures	Identified Gaps	Additional Info and Links
No issues with vehicles and equipment, office staff adapted to working from home well. Learned from first scenario, schools give the go ahead with regards to potential disruption of reduced hours. Dependant	Potential coachwork support, social care mini buses could be borrowed. Where contractors could be short of drivers, would look at other contractors for spare capacity (potential issue with DBS check), offer mileage rates to parents to provide their own transport,	Passenger Transport Operator Contact Details available on Sharepoint to staff with access

<p>on operators and providers but equally schools, individual education departments and government. Not the first time to adapt to changing situations. Possible scenario - vehicles available, drivers are not due to average age/potential shielding. Also, operators run across boundaries, country wide impact inevitable. Contractors/bus companies, however, have previously offered their services/buses if needed.</p>	<p>staggering school times/reducing length of school days so buses could run to several schools on same day (reducing the number of drivers/buses/taxis needed) or ultimately withdrawing transport altogether, sharing resources by offering transport on certain days of the week.</p> <p>Transport operators listed in Service Data document access via link.</p>	
--	--	--

Service/Division: Public Lighting, Environment & Infrastructure

Emergency Response & Traffic Signals 2 Hour Defects

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
1 electrician on standby rota	Pool Vehicles	Depot On site	Laptop Mobile Phone Software- Mayrise	

Mitigating Measures	Identified Gaps	Additional Info and Links
During the first wave of the Pandemic, it became evident that unresolved single outages quickly accumulated into a backlog. This backlog resulted in prolonged periods	The engineering team remains relatively small; however, members are multi-skilled and capable of covering emergency requirements. Centregreat - Traffic Signals are maintained	Out of Hours Information link https://carmarthenshire.sharepoint.com/:b/r/sites/HighwaysOutOfHours/Shared%20Documents/Summer%20Out%20of%20Hours/Summer%20Duty%20officer%20Guidance%202024.pdf?csf=1&web=1&e=HINyxM

<p>where individual assets remained out of order, which in turn generated a higher volume of complaints and increased pressure on the service. The underground infrastructure and cable network continue to present challenges, as ageing assets are less reliable and more vulnerable to seasonal weather conditions, particularly during winter. This results in an increased workload across a large geographical area. At the time, delays in the availability of materials and staff absences had the potential to create backlogs and necessitated careful prioritisation of work.</p> <p>The transition to LED lighting has significantly improved reliability, and robust programmes and infrastructure remain in place for above-ground assets. Remote working arrangements, supported by the provision of tablets for all staff, proved highly effective and continue to provide</p>	<p>under a Framework Contract, with comprehensive contingency measures in place to ensure that all emergency situations can be managed effectively. The back-office function has appropriate cover arrangements in place. Additional vehicle support has also been provided when necessary. All identified vacancies have now been successfully filled, including the Assistant Engineer and additional engineering and supervisory roles. This has enhanced overall resilience and improved contingency capacity across the service.</p>	<p>During the Pandemic, operational inefficiencies were experienced due to regulatory requirements (for example, two engineers being required to travel in separate vehicles to the same location). These restrictions are no longer in effect, and operations have since returned to normal efficiency levels.</p>
--	---	---

value for communication and operational efficiency.		
---	--	--

Service/Division: Street Works, Environment & Infrastructure

2-hour defects

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
1 Inspector				

Mitigating Measures	Identified Gaps	Additional Info and Links
Homeworking reduces chance of being sick at the same time. All have laptops, smoothly managing within the team so far with daily tasks/inspections. Specialised area. Worst case scenario, backlog created, waiting time to process but currently working well.	Small team: 3 Inspectors cover for each other to carry out immediate inspections, vice versa with the other 3 staff for processing permits. BSU contacted in the past for support.	

Service/Division: Civil Contingencies, Environment & Infrastructure

Emergency Planning Information, Attend/Support, Emergency Cover

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
			Laptop Mobile	

Mitigating Measures	Identified Gaps	Additional Info and Links
24/7 cover provided by a shared "Duty Officer" arrangement with Pembrokeshire and Ceredigion County Councils. Initial contact via Delta Wellbeing. Emergency Directories kept in "Hard Copy" format.	Data reliant on "Cloud Based" system (Office 365). Vulnerable if internet link is lost	Emergency Directories and Emergency Plans

PRIORITY AMBER SERVICES

Important service needing to be restored within 24 hours

Service/Division: Highway Assets, Environment & Infrastructure

Inspection systems and report monitoring

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
1 Staff for WDM System	2 vans (Structures Inspectors)		Highway Asset Management System	

Service/Division: Fleet Services, Environment & Infrastructure

Hire & Supply

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other

Mitigating Measures	Identified Gaps	Additional Info and Links
Weekly rota in place for standby out of hours/emergency call out & breakdown service, any technicians can be called upon as multiskilled. Critical activities identified- detailed frameworks in place for each activity with supporting contacts provided. Worst case scenario - half technicians being absent, only critical activities will be carried out i.e. Maintenance & breakdowns, Fuel, Hire & Supply, Inspections & MOT's.	Emergency cover: BSU support in place. External 3rd party contractor details provided for CCC owned vehicles. 2 vehicles/2 fitters minimum needed for maintenance and breakdowns. Support can be given from workshop manager/fleet inspector/stores person. 4 suppliers on fuel framework can be contacted. 10 companies provided for hire & supply and 2 lease companies. 6 external 3rd party contractors used for CCC owned vehicles provided for inspections & MOT's. 3 external contractors available to provide	<p>Fleet Standby Rota:</p> <ul style="list-style-type: none"> - On-call Technician (Llanelli, Glanaman, Llandovery area) - 07976 463579 - On-call Technician (Carmarthen and west area) - 07721 605917

	<p>external technicians and resources.</p> <p>What about the loss of workshop. Most external maintenance companies don't have suitable facilities locally.</p>	
--	---	--

Service/Division: Engineering Design, Environment & Infrastructure

Weather Incident Inspection

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
1 Engineer	1 vehicle			

Mitigating Measures	Identified Gaps	Additional Info and Links
Emergency inspections during severe events - contingency measure, possible support from another team.	Potential cover from Asset team confirmed.	Highways Out of Hours

Dangerous Structures Inspections

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
4 Engineers				

Mitigating Measures	Identified Gaps	Additional Info and Links
Emergency inspections during severe events contingency measure - support from another team.	No out of hours cover within Countryside Access team.	Highways Out of Hours

Service/Division: Passenger Transport, Environment & Infrastructure

Public Transport

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Network Officer available from 0700 term time but no formal “out of hours” arrangements	Office based Transit van available during office hours, none available out of hours	No access out of hours	Access to all data via laptops and (for most staff) mobile phones – subject of course to broadband/wireless/signal available	

Service/Division: Traffic Management & Road Safety, Environment & Infrastructure

Utility Company TRO's & Closures

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
1 Senior Technician	Office based Transit van available during office hours, none available out of hours		Access to all data via laptops.	
2 Technician			Mobile phones.	
2 Assistant Technician	Pool Vehicles Own Vehicles			

Resources		
Mitigating Measures	Identified Gaps	Additional Info and Links
All staff equipped to work from home and undertake site visits where necessary. Worst case scenario, backlog created, waiting time to process.	Only small team, which is already under some significant pressures.	

Service/Division: Street Works

Scaffold, Skips & Road Openings

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
	Pool Vehicles Own Vehicles	Parc Myrddin	Laptop Mobile Phone	

Mitigating Measures	Identified Gaps	Additional Info and Links
All staff equipped to work from home and undertake site visits where necessary. Worst case scenario, backlog created, waiting time to process.	Small team: 3 Inspectors cover for each other to carry out immediate inspections, vice versa with the other 3 staff for processing permits. BSU contacted in the past for support.	

Service/ Division: Parking, Patrols/ Enforcement

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
11 CEO's 7 Parking Technical Assistants	Pool Vehicles	Parc Myrddin	Imperial back office system Mobile Phones Laptops Enforcement Device	Metric P&D machines

Mitigating Measures	Identified Gaps	Additional Info and Links
Enforcement and charging in car parks identified as not that sensitive (only sensitive in terms of income - seen a loss of £60,000 per week). Priority to ensure machines are working, only need a small number of staff.	11 Enforcement staff plus 7 support staff .CEOs all flexible and can be moved around for cover. Processing team could have potential backlog depending on the time period of disruption however support provided within the	

	team and home working available.	
--	----------------------------------	--

Service/Division: Waste Services, Environment & Infrastructure

Waste Collection and Disposal

Provide a household refuse collection service for non-hazardous biodegradable waste

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Resource Sheet	Resource Sheet	Cillefwr, Glanamman, Cross Hands, Trostre Depots	Devices Mobile Phones Laptops	

Mitigating Measures	Identified Gaps	Additional Info and Links
The provision of additional staff due to absences from: <ul style="list-style-type: none"> • Inter-divisional • Departmental staff • Agency Staff CWM Environmental	<ul style="list-style-type: none"> • Workplace training • Additional PPE requirement 	Operative and Licence Deployment Records – Resource Sheet
Operating the service from alternative location(s): <ul style="list-style-type: none"> • CWM Environmental Site • Alternative principal and non-principal depot locations Industrial Estates via Corporate Property	<p>Currently deployed staff and vehicles from the following principal depot location:</p> <ul style="list-style-type: none"> • Glanamman Depot • Cillefwr Depot • Trostre Depot <p>Space within depots an identified issue for parked vehicles.</p> <p>Requirement for appropriate fleet maintenance provision</p>	Highways Fleet Maintenance BCM Arrangements Link
Change to working practices and delivery of service	There would be a requirement to change Risk Assessments and Safe Working Practices, as well as the delivery of training/toolbox talks to staff.	Risk Assessments Safe Systems of Work/Safe Working Practices
Provision of work	Skill and expertise in	Collection Routes &

arrangements to staff, including any amendments which may be required.	reading and understanding routes and work tickets.	Maps Assisted Lift List Hygiene Waste Customer Database
--	--	--

Provide a household co-mingled recycling collection service

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Resource Sheet	Resource Sheet	Cillefwr, Glanamman, Cross Hands, Trostre Depots	Devices Mobile Phones Laptops	

Mitigating Measures	Identified Gaps	Additional Info and Links
<p>The provision of additional staff due to absences from:</p> <ul style="list-style-type: none"> • Inter-divisional • Departmental staff • Agency Staff • CWM <p>Environmental</p> <ul style="list-style-type: none"> • External contractors 	<p>Workplace training</p> <p>Additional PPE required</p>	<p>Operative and Licence Deployment Records – Resource Sheet</p>
<p>Operating the service from alternative location(s):</p> <p>CWM Environmental Site</p> <p>Alternative principal and non-principal depot locations</p> <p>Industrial Estates via Corporate Property</p>	<p>Currently deployed staff and vehicles from the following principal depot location:</p> <ul style="list-style-type: none"> • Glanamman Depot • Cillefwr Depot • Trostre Depot <p>Space within depots an identified issue for parked vehicles.</p> <p>Requirement for appropriate fleet maintenance provision</p>	<p>Link to Highways fleet maintenance BCM arrangements</p>

Change to working practices and delivery of service	There would be a requirement to change Risk Assessments and Safe Working Practices, as well as the delivery of training/toolbox talks to staff.	Risk Assessments Safe Systems of Work/Safe Working Practices
Provision of work arrangements to staff, including any amendments which may be required.	Skill and expertise in reading and understanding routes and work tickets.	Collection Routes & Maps Assisted Lift List

Provide a separate household food waste collection service

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Resource Sheet	Resource Sheet	Cillefwr, Glanamman, Cross Hands, Trostre Depots	Devices Mobile Phones Laptops	

Mitigating Measures	Identified Gaps	Additional Info and Links
The provision of additional staff due to absences from: <ul style="list-style-type: none">• Inter-divisional• Departmental staff• Agency Staff• CWM Environmental• External contractors	Workplace training Additional PPE required	Operative and Licence Deployment Records – Resource Sheet
Operating the service from alternative location(s): <ul style="list-style-type: none">• CWM Environmental Site• Alternative principal and non-principal depot locations• Industrial Estates via Corporate Property	Currently deployed staff and vehicles from the following principal depot location: <ul style="list-style-type: none">• Glanamman Depot• Cillefwr Depot• Trostre Depot Space within depots an identified issue for parked vehicles. Requirement for appropriate fleet maintenance provision	Link to Highways fleet maintenance BCM arrangements

Change to working practices and delivery of service	There would be a requirement to change Risk Assessments and Safe Working Practices, as well as the delivery of training/toolbox talks to staff.	Risk Assessments Safe Systems of Work/Safe Working Practices
Provision of work arrangements to staff, including any amendments which may be required.	Skill and expertise in reading and understanding routes and work tickets.	Collection Routes & Maps Assisted Lift List

Provide a licenced waste transfer facility for critical services

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Provided by Contractor	Provided by Contractor		Provided by Contractor	Contractor – CWM Environmental

Mitigating Measures	Identified Gaps	Additional Info and Links
Operating different hours and days than is the usual business. Accepting different kinds and quantities of wastes. Use of private contractor for service Emergency exemption process with NRW Other Local Authority	Site licencing restrictions regarding usage, operating hours, site capacity and waste streams acceptable.	Waste treatment/disposal and/or storage site licences
The provision of additional staff due to absences through agency provision.	Contractor experiencing staff absences and unable to fully operate all sites.	Waste transfer records
Change to working practices and of using the site and services of the contractor	There would be a requirement to change Risk Assessments and Safe Site Operating Rules.	Waste site working procedures Health & safety documentation

Provide a kerbside green waste collection service

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Resource Sheet 2FTE Officers	Resource Sheet	Cillefwr, Glanamman, Cross Hands, Trostre Depots	Devices Mobile Phones Laptops	Resource Sheet

Mitigating Measures	Identified Gaps	Additional Info and Links
The provision of additional staff due to absences from: <ul style="list-style-type: none">• Inter-divisional• Departmental staff• Agency Staff• CWM Environmental• External contractors	Workplace training Additional PPE required	Operative and Licence Deployment Records – Resource Sheet
Operating the service from alternative location(s): CWM Environmental Site Alternative principal and non-principal depot locations Industrial Estates via Corporate Property	Currently deployed staff and vehicles from the following principal depot location: <ul style="list-style-type: none">• Glanamman Depot• Cillefwr Depot• Trostre Depot Space within depots an identified issue for parked vehicles. Requirement for appropriate fleet maintenance provision	Link to Highways fleet maintenance BCM arrangements
Change to working practices and delivery of service	There would be a requirement to change Risk Assessments and Safe Working Practices, as well as the delivery of training/toolbox talks to staff.	Risk Assessments Safe Systems of Work/Safe Working Practices
Provision of work arrangements to staff, including any	Skill and expertise in reading and understanding routes and work tickets.	Fly Mapper Work Tickets

amendments which may be required.		
Socially distanced arrangements during times of a pandemic	Provision to allow additional vehicle to allow for one vehicle per person	Operative and Licence Deployment Records – Resource Sheet

Section/Division – Public Realm Services, Environmental Cleansing & Enforcement, Environment & Infrastructure

Provide a fly tipping / waste clearance service

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Resource Sheet 46 FTE Cleansing 3FTE Cleansing Supervisors Operatives 9 No FTE Enforcement Team Business Hub	Resource Sheet 3.5 Cage Vehicles 3.5 t cage vehicle with Lift Small Vans	Cillefwr, Glanamman, Cross Hands, Trostre Depots	Devices Mobile Phones Laptops	Resource Sheet

Mitigating Measures	Identified Gaps	Additional Info and Links
The provision of additional staff due to absences from: <ul style="list-style-type: none">• Inter-divisional• Departmental staff• Agency Staff• CWM Environmental• External contractors	<ul style="list-style-type: none">• Workplace training• Additional PPE required	Operative and Licence Deployment Records – Resource Sheet
Operating the service from alternative location(s): CWM Environmental Site Alternative principal and non-principal depot locations	Currently deployed staff and vehicles from the following principal depot location: <ul style="list-style-type: none">• Glanamman Depot• Cillefwr Depot• Trostre Depot Space within depots an identified issue for parked vehicles.	Link to Highways fleet maintenance BCM arrangements

Industrial Estates via Corporate Property Supervisory and Business Hub Staff can operate from contracted services Yard/Highways Yard or WFH	Requirement for appropriate fleet maintenance provision	
Change to working practices and delivery of service	There would be a requirement to change Risk Assessments and Safe Working Practices, as well as the delivery of training/toolbox talks to staff.	Risk Assessments Safe Systems of Work/Safe Working Practices
Provision of work arrangements to staff, including any amendments which may be required.	Skill and expertise in reading and understanding routes and work tickets.	Fly Mapper Work Tickets
Socially distanced arrangements during times of a pandemic	Provision to allow additional vehicle to allow for one vehicle per person	Operative and Licence Deployment Records – Resource Sheet

Provide Environmental Enforcement Services for Environmental Crime

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Current team of 9 staff will be deployed on a prioritised basis	Current vehicle provision is adequate for the purpose	Trostre Depot		

Mitigating Measures	Identified Gaps	Addition info & Links
Work scaled back to priority cases as required. Conducting face to face interviews to be undertaken remotely as far as is possible	No current alternative officer support available. Potential for help from wider enforcement activity across the Council.	

Litter bin emptying in core/high use areas

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Resource Sheet	Resource Sheet	Cillefwr, Glanamman,	Devices	

46 No Cleansing operatives		Cross Hands, Trostre Depots	Mobile Phones Laptops	
3 No Supervisors				
Business Hub				

Mitigating Measures	Identified Gaps	Addition info & Links
The provision of additional staff due to absences from: <ul style="list-style-type: none"> • Inter-divisional • Departmental staff • Agency Staff • External Contractor • CWM Environmental 	<ul style="list-style-type: none"> • Workplace training Additional PPE requirement	Operative & Vehicle Deployment Records — Resource Plan
Operating the service from alternative location(s): <ul style="list-style-type: none"> • CWM Environmental Site • Alternative principal and non-principal depot locations Industrial Estates via Corporate Property	Currently deployed staff and vehicles from the following principal depot location: <ul style="list-style-type: none"> • Glanamman Depot • Cillefwr Depot • Trostre Depot Space within depots an identified issue for parked vehicles.	
Socially distanced staffing arrangements during times of a Pandemic	Provision of additional vehicle to allow for one vehicle per person.	Operative & Vehicle Deployment Records — Resource Plan
Change to working practices and delivery of service	There would be a requirement to change Risk Assessments and Safe Working Practices, as well as the delivery of training/toolbox talks to	<ul style="list-style-type: none"> • Risk Assessments • Safe Systems of Work/Safe Working Practices
Provision of work arrangements to staff, including any amendments which may be required.	Skill and expertise in reading and understanding routes and work tickets.	<ul style="list-style-type: none"> • Work Tickets

Essential cleansing activities for Zone 1

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other

Resource Sheet	Resource Sheet	Cillefwr, Glanamman, Cross Hands, Trostre Depots	Devices Mobile Phones Laptops	
3 No FTE Cleansing Operatives 3 No Sweeper Drivers 1 No Supervisory Staff	3.5 t Cage Vehicles 16t and 4.5 t sweepers			

Mitigating Measures	Identified Gaps	Additional Info and Links
The provision of additional staff due to absences from: <ul style="list-style-type: none">• Inter-divisional• Departmental staff• Agency Staff• CWM Environmental• External contractors	<ul style="list-style-type: none">• Workplace training• Additional PPE required	Operative and Licence Deployment Records – Resource Sheet
Operating the service from alternative location(s): <ul style="list-style-type: none">• CWM Environmental Site• Alternative principal and non-principal depot locations• Industrial Estates via Corporate Property	Currently deployed staff and vehicles from the following principal depot location: <ul style="list-style-type: none">• Glanamman Depot• Cillefwr Depot• Trostre Depot Space within depots an identified issue for parked vehicles. Requirement for appropriate fleet maintenance provision	Link to Highways fleet maintenance BCM arrangements
Change to working practices and delivery of service	There would be a requirement to change Risk Assessments and Safe Working Practices, as well as the delivery of training/toolbox talks to staff.	Risk Assessments Safe Systems of Work/Safe Working Practices
Provision of work arrangements to staff, including any amendments which may be required.	Skill and expertise in reading and understanding routes and work tickets.	Fly Mapper Work Tickets

Socially distanced arrangements during times of a pandemic	Provision to allow additional vehicle to allow for one vehicle per person	Operative and Licence Deployment Records – Resource Sheet
--	---	---

Provision for removal of dead animals

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Resource Sheet 3 No Cleansing operatives – during working hours Highways OOH staff during OOH call out	Resource Sheet	Cillefwr, Glanamman, Cross Hands, Trostre Depots	Devices Mobile Phones Laptops	

Mitigating Measures	Identified Gaps	Additional Info and Links
The provision of additional staff due to absences from: <ul style="list-style-type: none">• Inter-divisional• Departmental staff• Agency Staff• CWM Environmental• External contractors	<ul style="list-style-type: none">• Workplace training• Additional PPE required	Operative and Licence Deployment Records – Resource Sheet
Operating the service from alternative location(s):CWM Environmental Site Alternative principal and non-principal depot locations Industrial Estates via Corporate Property	Currently deployed staff and vehicles from the following principal depot location: <ul style="list-style-type: none">• Glanamman Depot• Cillefwr Depot• Trostre Depot Space within depots an identified issue for parked vehicles. Requirement for appropriate fleet maintenance provision	Link to Highways fleet maintenance BCM arrangements

Change to working practices and delivery of service	There would be a requirement to change Risk Assessments and Safe Working Practices, as well as the delivery of training/toolbox talks to staff.	Risk Assessments Safe Systems of Work/Safe Working Practices
Provision of work arrangements to staff, including any amendments which may be required.	Skill and expertise in reading and understanding routes and work tickets.	Fly Mapper Work Tickets
Socially distanced arrangements during times of a pandemic	Provision to allow additional vehicle to allow for one vehicle per person	Operative and Licence Deployment Records – Resource Sheet

Emergency response to the removal of discarded sharps

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Resource Sheet 3 No Cleansing operatives during normal working hours (1/depot) Highways OOH staff during Highways OOH call out	Resource Sheet	Cillefwr, Glanamman, Cross Hands, Trostre Depots	Devices Mobile Phones Laptops	

Mitigating Measures	Identified Gaps	Additional Info and Links
The provision of additional staff due to absences from: <ul style="list-style-type: none">• Inter-divisional• Departmental staff• Agency Staff• CWM Environmental• External contractors	<ul style="list-style-type: none">• Workplace training• Additional PPE required	Operative and Licence Deployment Records – Resource Sheet

Operating the service from alternative location(s): <ul style="list-style-type: none"> • CWM Environmental Site • Alternative principal and non-principal depot locations Industrial Estates via Corporate Property	Currently deployed staff and vehicles from the following principal depot location: <ul style="list-style-type: none"> • Glanamman Depot • Cillefwr Depot • Trostre Depot Space within depots an identified issue for parked vehicles. Requirement for appropriate fleet maintenance provision	Link to Highways fleet maintenance BCM arrangements
Change to working practices and delivery of service	There would be a requirement to change Risk Assessments and Safe Working Practices, as well as the delivery of training/toolbox talks to staff.	Risk Assessments Safe Systems of Work/Safe Working Practices
Provision of work arrangements to staff, including any amendments which may be required.	Skill and expertise in reading and understanding routes and work tickets.	Fly Mapper Work Tickets
Socially distanced arrangements during times of a pandemic	Provision to allow additional vehicle to allow for one vehicle per person	Operative and Licence Deployment Records – Resource Sheet

Service/Division: Grounds Maintenance

Emergency tree clearance works

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Resource Sheet 5 No FTE (2/depot) during normal working hours	Resource Sheet	Cillefwr, Glanamman, Cross Hands, Trostre Depots	Devices Mobile Phones Laptops	

Highway OOH staff during OOH call out				
---------------------------------------	--	--	--	--

Mitigating Measures	Identified Gaps	Additional Info and Links
The provision of additional staff due to absences from: <ul style="list-style-type: none"> • Inter-divisional • Departmental staff • Agency Staff • External contractors 	Workplace training Additional PPE required	Operative and Licence Deployment Records – Resource Sheet
Operating the service from alternative location(s): Alternative principal and non-principal depot locations Industrial Estates via Corporate Property	Currently deployed staff and vehicles from the following principal depot location: <ul style="list-style-type: none"> • Glanamman Depot • Cillefwr Depot • Trostre Depot Space within depots an identified issue for parked vehicles.	
Change to working practices and delivery of service	There would be a requirement to change Risk Assessments and Safe Working Practices, as well as the delivery of training/toolbox talks to staff.	Risk Assessments Safe Systems of Work/Safe Working Practices
Provision of work arrangements to staff, including any amendments which may be required.	Skill and expertise in reading and understanding routes and work tickets.	Total Mobile Work Tickets
Socially distanced arrangements during times of a pandemic	Provision to allow additional vehicle to allow for one vehicle per person	Operative and Licence Deployment Records – Resource Sheet
Use of a contractor to undertake some works	Procurement of services	
Emergency tree clearance contingency measure - support from another team.	No out of hours cover within Countryside Access team.	Highways Out of Hours

Emergency repair and maintenance of playground equipment

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Resource Sheet 2 No Grounds Operatives	Resource Sheet	Cillefwr, Glanamman, Cross Hands, Trostre Depots	Devices Mobile Phones Laptops	
Allow Grounds Operatives to take vans home	Resource sheet	N/A	Mobile Phones	

Mitigating Measures	Identified Gaps	Additional Info and Links
The provision of additional staff due to absences from: <ul style="list-style-type: none">• Inter-divisional• Departmental staff• Agency Staff• External contractors	<ul style="list-style-type: none">• Workplace training• Additional PPE required	Operative and Licence Deployment Records – Resource Sheet
Socially distanced arrangements during times of a pandemic	Provision to allow additional vehicle to allow for one vehicle per person	Operative and Licence Deployment Records – Resource Sheet
Use of a contractor to undertake some works	Procurement of services	
Allow Grounds Operatives to take vans home	N/A	
Temporarily Close Parks	Social acceptance	

Provision of flood screens and grids services and emergency inspections

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
6 members of staff	No vehicles assigned			

Mitigating Measures	Identified Gaps	Additional Info and Links
----------------------------	------------------------	----------------------------------

Potential gaps in staffing requirements unlikely to be filled from within. Options to employ support via engineering consultancy framework arrangements for specialist support.	Potential for gaps in specialist work relating to flood assessments, reporting and design of mitigation works.	
---	--	--

PRIORITY GREEN SERVICES

Important service needing to be restored within 5 days

Service/Division: Fleet Services, Environment & Infrastructure

Inspections

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other

Mitigating Measures	Identified Gaps	Additional Info and Links

Service/Division: Waste Services, Environment & Infrastructure

Provide licensed facilities for both the public and business to dispose of waste and recycling (HWRC)

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Contractors	Contractors		Contractors	Contractor – CWM Environmental

Mitigating Measures	Identified Gaps	Additional Info and Links
Operating different hours and days than is the usual business. Accepting different kinds and quantities of wastes.	Site licencing restrictions regarding usage, operating hours, site capacity and waste streams acceptable.	Waste disposal/treatment and or storage facilities/licence

The provision of additional staff due to absences	Contractor experiencing staff absences and unable to fully operate all sites.	
Management of demand of services by the introduction of booking system.	Difficulties in policing policy. Additional contact to Customer Services teams.	
Provision of information to WDF and for business for charging purposes		Waste transfer records
Change to working practices and of using the site and services of the contractor	There would be a requirement to change Risk Assessments and Safe Site Operating Rules.	Waste site working procedures Health and Safety Documentation

Service/Division – Environmental Cleansing & Enforcement

Provision of litter clearance and removal services

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Resource Sheet	Resource Sheet	Cillefwr, Glanamman, Cross Hands, Trostre Depots	Devices Mobile Phones Laptops	

Mitigating Measures	Identified Gaps	Additional Info and Links
Socially distanced staffing arrangements during times of a Pandemic	Provision of additional vehicle to allow for one vehicle per person.	Operative & Vehicle Deployment Records — Resource Plan
Provision of work arrangements to staff, including any amendments which may be required.	Skill and expertise in reading and understanding routes and work tickets.	Work Tickets
Change to working practices and delivery of service	There would be a requirement to change Risk Assessments and Safe Working Practices, as well as the delivery of training/toolbox talks to staff.	Risk Assessments Safe Systems of Work/Safe Working Practices

<p>Operating the service from alternative location(s):</p> <ul style="list-style-type: none"> • CWM Environmental Site • Alternative principal and non-principal depot locations <p>Industrial Estates via Corporate Property</p>	<p>Currently deployed staff and vehicles from the following principal depot location:</p> <ul style="list-style-type: none"> • Glanamman Depot • Cillefwr Depot • Trostre Depot <p>Space within depots an identified issue for parked vehicles.</p>	
<p>The provision of additional staff due to absences from:</p> <ul style="list-style-type: none"> • Inter-divisional • Departmental Staff • Agency Staff • External Contractor 	<p>Workplace Training PPE</p>	<p>Resource Plan</p>

Service/Division: Public Realm, Environment & Infrastructure

Provision of grounds maintenance services

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Resource Sheet	Resource Sheet	Cillefwr, Glanamman, Cross Hands, Trostre Depots	Devices Mobile Phones Laptops	

Mitigating Measures	Identified Gaps	Additional Info and Links
The provision of additional staff due to absences from: <ul style="list-style-type: none"> • Inter-divisional • Departmental staff • Agency Staff • CWM Environmental • External contractors 	Workplace training Additional PPE required	Business Continuity Plans Operative and Licence Deployment Records – Resource Sheet
Operating the service from alternative location(s): <ul style="list-style-type: none"> • Alternative principal and non-principal depot locations 	Currently deployed staff and vehicles from the following principal depot location: <ul style="list-style-type: none"> • Glanamman Depot 	Link to Highways fleet maintenance BCM arrangements

<ul style="list-style-type: none"> Industrial Estates via Corporate Property 	<ul style="list-style-type: none"> Cillefwr Depot Trostre Depot <p>Space within depots an identified issue for parked vehicles.</p> <p>Requirement for appropriate fleet maintenance provision</p>	
Change to working practices and delivery of service	<p>There would be a requirement to change Risk Assessments and Safe Working Practices, as well as the delivery of training/toolbox talks to staff.</p>	<p>Risk Assessments</p> <p>Safe Systems of Work/Safe Working Practices</p>
Provision of work arrangements to staff, including any amendments which may be required.	<p>Skill and expertise in reading and understanding routes and work tickets.</p>	<p>Fly Mapper</p> <p>Work Tickets</p>
Socially distanced arrangements during times of a pandemic	<p>Provision to allow additional vehicle to allow for one vehicle per person</p>	<p>Operative and Licence Deployment Records – Resource Sheet</p>

PRIORITY BLACK SERVICES

Important service needing to be restored within 2 Months

Service/Division: Traffic Management & Road Safety, Environment & Infrastructure

General TRO's (inc WR)

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other

Service/Division: Civil Contingencies, Environment & Infrastructure

Represent CCC and assist with post incident

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
2	Own Car Pool Car		Laptop Mobile	

Mitigating Measures	Identified Gaps	Additional Info and Links
Shared Duty rota with Pembrokeshire and Ceredigion to ensure 24/7 cover.		Emergency Directory and Emergency Plans

Definitive Map Orders & PROW Temporary Traffic Regulation Orders

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
5	1	1 (MMWP)	CAMS Desktop 5 laptops 2 tablets	Definitive Map PROW Paper file system

Mitigating Measures	Identified Gaps	Additional Info and Links
Work from alternative site Work from home Provision of additional staff due to absences from:	Access to Definitive Map Access to paper file system – not yet digitised	Business Continuity Plan - Countryside Access Information Governance.pdf

<ul style="list-style-type: none"> - Agency - Specialist PROW consultancy 	<p>Access to CAMS software (license & login)</p> <p>Access to archives</p> <p>Training</p>	
---	--	--

Countryside Access (PROW) general maintenance.

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
7	4	1 - MMWP	CAMS Desktop CAMS Mobile 7 tablets 2 laptops	Light Plant Trailers Robo-cut

Mitigating Measures	Identified Gaps	Additional Info and Links
<p>Work from alternative depot</p> <p>Work from home (take vehicle/equipment home)</p> <p>The provision of additional staff due to absences from:</p> <ul style="list-style-type: none"> - Inter-divisional - Departmental staff 	<p>Access to materials</p> <p>Access to & storage of equipment</p> <p>Access to fuel for equipment (no fuel storage at MMWP)</p> <p>Job Training & Equipment</p> <p>Temporary access to CAMS software (license & login)</p>	<p><u>Draft Business Continuity Plan - Countryside Access.pdf</u></p>

PROW Grants

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
1	1	1 (MMWP)	1 laptop CAMS Desktop	

Mitigating Measures	Identified Gaps	Additional Info and Links
---------------------	-----------------	---------------------------

<p>Work from alternative site</p> <p>Work from home</p> <p>Provision of additional staff due to absences from:</p> <ul style="list-style-type: none"> - Inter-divisional - Departmental staff 	<p>Temporary access to CAMS (login & license)</p>	<p><u>Business Continuity Plan - Countryside Access Information Governance.pdf</u></p>
---	---	--

Con29 Searches

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
1	0	1 (MMWP)	1 laptop CAMS Desktop Arcus Software	Definitive Map PROW Paper file system

Mitigating Measures	Identified Gaps	Additional Info and Links
<p>Work from alternative site</p> <p>Work from home</p> <p>Provision of additional staff due to absences from:</p> <ul style="list-style-type: none"> - Inter-divisional - Departmental staff 	<p>Access to Definitive Map</p> <p>Temporary access to CAMS (login & license)</p> <p>Temporary access to Arcus (login)</p> <p>Access to paper file system</p> <p>Training</p>	<p>Land Charges team must be operational</p>

Economic Development & Property Division

Economic Development and Property Senior Management Team Distribution List

Name	Role	Emergency Contact Number
Simon Davies	Head of Economic Development and Property	Mobile: 07900 687293
David Poole	Property Design Manager	Mobile: 07795 664962
Jason G Jones	Property Maintenance Manager	Mobile: 07976 366737 Work Mobile: 07880 504117
Helen L Morgan	Economic Development Manager	Mobile: 01267 241905 Work Mobile: 07967 754244
Peter Edwards	Valuation Manager	Mobile:
Stuart Walters	Economic Development Manager	Mobile: 07496427956 Work Mobile: 07919592709
Christopher Pugh	Senior Catering Manager	Work Mobile: 07880 504069 Mobile: 07946256151
Stephen Morgan	Strategic Asset Manager	Work Mobile: 07789 371168 Mobile: 07875 488106

Priority	Services	Definition
RED	Emergency Responsive Maintenance Material supplies Fire incident response. Asbestos exposure response. Legionella outbreak response. Emergency inspections. Adverse weather event response. Critical servicing (including call outs) and remedials. Mechanical services (in key buildings such as care homes). Electrical services (in key buildings such as care homes). Management of contractors delivering emergency works and servicing.	Time Critical service needing to be restored within 0-1 hours
Amber	Urgent Responsive repairs (Priority (3 & 7). Essential servicing. Legionella testing. Fire safety advice.	Important service needing to be restored within 24 hours
Green	Non urgent responsive repairs (Priority 9).	Important service needing to be restored within 5 days

	<p>Fire safety inspections and remedial works.</p> <p>Planned work delivery.</p> <p>Planned inspections.</p>	
BLACK	<p>Routine Repairs</p> <p>RADON monitoring</p> <p>DDA inspections.</p>	Important service needing to be restored within 2 months

PRIORITY RED SERVICES

Time Critical service needing to be restored within 1 hour

Service/Division: Non Housing, Economic Development & Property

Emergency responsive repairs (priority 1+2)

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Resource Plan	Own vehicles Pool Vehicles Team Vehicles	Trostre Depot Parc Myrddin	Total Job Management System Sharepoint Laptop Mobile Phone PSI (Asbestos Management) Asset Manager (CIPFA)	

Mitigating Measures	Identified Gaps	Additional Info and Links
Re-deploy staff from other property teams	Insufficient staffing to manage Emergency responsive maintenance	
Review insourcing options and utilise contractors to assist with repairs. Triage job requests according to severity	Insufficient trade operatives to undertake repairs. Insufficient contractors to undertake repairs.	
4x4 vehicles to be made available.	Vehicles unable to access job location in the event of severe weather.	
All critical staff to have mobile phones and laptops to enable WFH	Office staff unable to access depots	
All trade operatives and critical staff to have smart phones with MS Teams, Outlook and TOTAL Repairs software.	Effective communication with remote working staff	
Review alternative system to provide better job	TOTAL repairs (job	

management information.	management system) unable to provide live job management tracking.	
-------------------------	---	--

Material Supplies

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Resource Plan	Own vehicles Pool Vehicles Team Vehicles		Total Job Management System Sharepoint Laptop Mobile Phone PSI (Asbestos Management) Asset Manager (CIPFA)	

Mitigating Measures	Identified Gaps	Additional Info and Links
Multi supplier framework to provide alternative suppliers.	Material suppliers temporarily close	Multi supplier framework to provide alternative suppliers.
Identify and purchase van stock to undertake emergency repairs.	Material suppliers temporarily close	Identify and purchase van stock to undertake emergency repairs.
Identify core list of supplies that merchants must keep in stock	Lack of emergency stock supplies	Identify core list of supplies that merchants must keep in stock

Fire Incident Response

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Resource Plan	Own vehicles Pool Vehicles Team Vehicles		Total Job Management System Sharepoint Laptop Mobile Phone PSI (Asbestos Management) Asset Manager (CIPFA)	

Mitigating Measures	Identified Gaps	Additional Info and Links
---------------------	-----------------	---------------------------

Provide fire incident training to all on-call inspectors	Insufficient number of competent staff to manage fire incident response.	
	Out of hours payment facilities to pay accommodation for evacuated tenants.	
On-call rota for inspectors to co-ordinate and manage property related works.	Out of hours co-ordination and management.	
	Effective corporate/cross departmental communication.	

Asbestos Exposure Response

Resources				
Resources	Resources	Resources	Resources	Resources
Resource Plan	Own vehicles Pool Vehicles Team Vehicles		Total Job Management System Sharepoint Laptop Mobile Phone PSI (Asbestos Management) Asset Manager (CIPFA)	

Mitigating Measures	Identified Gaps	Additional Info and Links
PRP's to attend the PRP training and commission works via Property.	PRP's commissioning works directly with Contractors increasing the likelihood of an asbestos incident.	
Develop business case to insource asbestos inspections to provide more in house competent staff	Insufficient number of competent staff to manage exposure response	

Legionella Outbreak Response

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Resource Plan	Own vehicles Pool Vehicles Team Vehicles		Total Job Management System Sharepoint Laptop Mobile Phone PSI (Asbestos Management) Asset Manager (CIPFA)	

Mitigating Measures	Identified Gaps	Additional Info and Links
Provide training to other Compliance staff to develop competency.	Insufficient number of competent staff to manage exposure response.	

Emergency Inspections

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Resource Plan	Own vehicles Pool Vehicles Team Vehicles		Total Job Management System Sharepoint Laptop Mobile Phone PSI (Asbestos Management) Asset Manager (CIPFA)	

Mitigating Measures	Identified Gaps	Additional Info and Links
Re-deploy staff from other Property teams. Triage job requests according to severity.	Insufficient staffing to manage Emergency inspections	
4x4 vehicles to be made available.	Vehicles unable to access job location in	

	the event of severe weather.	
All critical staff to have mobile phones and laptops to enable WFH	Office staff unable to access depots	

Adverse Weather Response

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Resource Plan	Own vehicles Pool Vehicles Team Vehicles		Total Job Management System Sharepoint Laptop Mobile Phone PSI (Asbestos Management) Asset Manager (CIPFA)	

Mitigating Measures	Identified Gaps	Additional Info and Links
Re-deploy staff from other Property teams. Triage job requests according to severity.	Insufficient staffing to manage Emergency inspections	
4 x 4 vehicles to be made available	Vehicles unable to access job location in the event of severe weather	
All critical staff to have mobile phones and laptops to enable WFH	Office staff unable to access depots.	

Critical Servicing

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Resource Plan	Own vehicles Pool Vehicles Team Vehicles		Total Job Management System Sharepoint Laptop Mobile Phone	

			PSI (Asbestos Management) Asset Manager (CIPFA)	
--	--	--	---	--

Mitigating Measures	Identified Gaps	Additional Info and Links
Re-deploy staff from other Property teams. Triage job requests according to severity.	Insufficient staffing to manage critical servicing	
Triage job requests according to severity	Insufficient contractors to undertake repairs.	
	Servicing contractors cease trading.	
	Servicing contractor temporarily close.	

Mechanical Servicing (in key buildings such as care homes)

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Resource Plan	Own vehicles Pool Vehicles Team Vehicles		Total Job Management System Sharepoint Laptop Mobile Phone PSI (Asbestos Management) Asset Manager (CIPFA)	

Mitigating Measures	Identified Gaps	Additional Info and Links
Re-deploy staff from other Property teams. Triage job requests according to severity.	Insufficient staffing to manage critical servicing	
Triage job requests according to severity	Insufficient contractors to undertake repairs.	
Utilise DLO or servicing/works contractors from other frameworks to	Contractors cease trading.	

undertake required works		
Utilise DLO or servicing/works contractors from other frameworks to undertake required works	Servicing contractor temporarily close.	

Electrical Services (in key buildings such as care homes)

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Resource Plan	Own vehicles Pool Vehicles Team Vehicles		Total Job Management System Sharepoint Laptop Mobile Phone PSI (Asbestos Management) Asset Manager (CIPFA)	

Mitigating Measures	Identified Gaps	Additional Info and Links
Re-deploy staff from other Property teams. Triage job requests according to severity.	Insufficient staffing to manage critical servicing	
Triage job requests according to severity	Insufficient contractors to undertake repairs.	
Utilise DLO or servicing/works contractors from other frameworks to undertake required works	Contractors cease trading.	
Utilise DLO or servicing/works contractors from other frameworks to undertake required works	Servicing contractor temporarily close.	

Management of contractors delivering emergency works and servicing.

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Resource Plan	Own vehicles Pool Vehicles Team Vehicles		Total Job Management System Sharepoint Laptop Mobile Phone PSI (Asbestos Management) Asset Manager (CIPFA)	

Mitigating Measures	Identified Gaps	Additional Info and Links
Re-deploy staff from other Property teams.	Insufficient staffing to manage critical servicing	

PRIORITY AMBER SERVICES

Important service needing to be restored within 24 hours

Service/Division: Non Housing, Economic Development & Property

Urgent Responsive Repairs

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Resource Plan	Own vehicles Pool Vehicles Team Vehicles		Total Job Management System Sharepoint Laptop Mobile Phone PSI (Asbestos Management) Asset Manager (CIPFA)	

Mitigating Measures	Identified Gaps	Additional Info and Links
Re-deploy staff from other property teams	Insufficient staffing to manage Emergency responsive maintenance	
Review insourcing options and utilise contractors to assist with repairs. Triage job requests according to severity	Insufficient trade operatives to undertake repairs. Insufficient contractors to undertake repairs.	
4x4 vehicles to be made available.	Vehicles unable to access job location in the event of severe weather.	
All critical staff to have mobile phones and laptops to enable WFH	Office staff unable to access depots	
All trade operatives and critical staff to have smart phones with MS Teams, Outlook and TOTAL Repairs software.	Effective communication with remote working staff	

Essential Servicing

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Resource Plan	Own vehicles Pool Vehicles Team Vehicles		Total Job Management System Sharepoint Laptop Mobile Phone PSI (Asbestos Management) Asset Manager (CIPFA)	

Legionella Outbreak Response

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Resource Plan	Own vehicles Pool Vehicles Team Vehicles		Total Job Management System Sharepoint Laptop Mobile Phone PSI (Asbestos Management) Asset Manager (CIPFA)	

Mitigating Measures	Identified Gaps	Additional Info and Links
Re-deploy staff from other Property teams. Triage job requests according to severity.	Insufficient staffing to manage critical servicing	
Triage job requests according to severity	Insufficient contractors to undertake repairs.	
	Servicing contractors cease trading.	
	Servicing contractor temporarily close.	

Fire Safety Advice

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other

Resource Plan	Own vehicles Pool Vehicles Team Vehicles		Total Job Management System Sharepoint Laptop Mobile Phone PSI (Asbestos Management) Asset Manager (CIPFA)	
---------------	---	--	---	--

Mitigating Measures	Identified Gaps	Additional Info and Links
Provide training to other compliance staff to develop competency	Insufficient number of competent staff to provide fire safety advice	

PRIORITY GREEN SERVICES

Important service needing to be restored within 5 days

Service/Division: Non Housing, Economic Development & Property

Urgent Responsive Repairs

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Resource Plan	Own vehicles Pool Vehicles Team Vehicles		Total Job Management System Sharepoint Laptop Mobile Phone PSI (Asbestos Management) Asset Manager (CIPFA)	

Mitigating Measures	Identified Gaps	Additional Info and Links
Re-deploy staff from other property teams	Insufficient staffing to manage Emergency responsive maintenance	
Review insourcing options and utilise contractors to assist with repairs. Triage job requests according to severity	Insufficient trade operatives to undertake repairs. Insufficient contractors to undertake repairs.	
4x4 vehicles to be made available.	Vehicles unable to access job location in the event of severe weather.	
All critical staff to have mobile phones and laptops to enable WFH	Office staff unable to access depots	
All trade operatives and critical staff to have smart phones with MS Teams, Outlook and TOTAL Repairs software.	Effective communication with remote working staff	

Fire Safety Inspections and Remedial Works

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Resource Plan	Own vehicles Pool Vehicles Team Vehicles		Total Job Management System Sharepoint Laptop Mobile Phone PSI (Asbestos Management) Asset Manager (CIPFA)	

Mitigating Measures	Identified Gaps	Additional Info and Links
Provide training to other compliance staff to develop competency	Insufficient number of competent staff to provide fire safety advice	

Planned Work Delivery

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Resource Plan	Own vehicles Pool Vehicles Team Vehicles		Total Job Management System Sharepoint Laptop Mobile Phone PSI (Asbestos Management) Asset Manager (CIPFA)	

Mitigating Measures	Identified Gaps	Additional Info and Links
Triage job requests according to severity	Insufficient trade operatives to undertake repairs. Insufficient contractors to undertake repairs.	
All critical staff to have mobile phones and laptops to enable WFH	Office staff unable to access depots	

Planned Inspections

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Resource Plan	Own vehicles Pool Vehicles Team Vehicles		Total Job Management System Sharepoint Laptop Mobile Phone PSI (Asbestos Management) Asset Manager (CIPFA)	

Mitigating Measures	Identified Gaps	Additional Info and Links
All critical staff to have mobile phones and laptops to enable WFH	Office staff unable to access depots	

DDA Inspections

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Resource Plan	Own vehicles Pool Vehicles Team Vehicles		Total Job Management System Sharepoint Laptop Mobile Phone PSI (Asbestos Management) Asset Manager (CIPFA)	

Mitigating Measures	Identified Gaps	Additional Info and Links
Provide training to other compliance staff to develop competency	Insufficient number of competent staff to provide fire safety advice	

Service/ Division: Shared Prosperity Team

Freedom of Information Act (FOIA) Responses /Environmental Information Regulations (EIR) requests

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
2			Laptop Mobile Sharepoint	

Mitigating Measures	Identified Gaps	Additional Info and Links

Service/ Division: Skills and Employability

Freedom of Information Act (FOIA) Responses /Environmental Information Regulations (EIR) requests

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
3			Laptop Mobile Sharepoint	

Mitigating Measures	Identified Gaps	Additional Info and Links

Subject Access Requests responses

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
3			Laptop Mobile Sharepoint	

Mitigating Measures	Identified Gaps	Additional Info and Links

Modern Records Retrieval

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
3			Laptop Mobile Sharepoint	

Mitigating Measures	Identified Gaps	Additional Info and Links

Service/ Division: Economic Development

Updating business affected by flood

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
3			Laptop Mobile Sharepoint	

Mitigating Measures	Identified Gaps	Additional Info and Links

Market Traders information dissemination and access to trade

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
3		Carmarthen Llanelli Ammanford	Laptop Mobile Sharepoint	

Mitigating Measures	Identified Gaps	Additional Info and Links

PRIORITY BLACK SERVICES

Important service needing to be restored within 2 Months

Service/Division: Non Housing, Economic Development & Property

Routine Repairs

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Resource Plan	Own vehicles Pool Vehicles Team Vehicles		Total Job Management System Sharepoint Laptop Mobile Phone PSI (Asbestos Management) Asset Manager (CIPFA)	

Mitigating Measures	Identified Gaps	Additional Info and Links
Re-deploy staff from other property teams	Insufficient staffing to manage Emergency responsive maintenance	
Review insourcing options and utilise contractors to assist with repairs. Triage job requests according to severity	Insufficient trade operatives to undertake repairs. Insufficient contractors to undertake repairs.	
4x4 vehicles to be made available.	Vehicles unable to access job location in the event of severe weather.	
All critical staff to have mobile phones and laptops to enable WFH	Office staff unable to access depots	
All trade operatives and critical staff to have smart phones with MS Teams, Outlook and TOTAL Repairs software.	Effective communication with remote working staff	

RADON Monitoring

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Resource Plan	Own vehicles Pool Vehicles Team Vehicles		Total Job Management System Sharepoint Laptop Mobile Phone PSI (Asbestos Management) Asset Manager (CIPFA)	

Mitigating Measures	Identified Gaps	Additional Info and Links
Re-deploy staff from other property teams	Insufficient staffing to manage monitoring	
Triage job requests according to severity	Insufficient contractors to undertake repairs.	

Place & Sustainability Division

Place and Sustainability Senior Management Team Distribution List

Name	Role	Emergency Contact Number
Rhodri Griffiths	Head of Place and Sustainability	Mobile: 07446 946321
Ian Llewellyn	Strategic Policy and Placemaking Manager	Work: 07342 068920 Mobile: 07973 786987
Ben Kathrens	Flood Defence and Coastal Protection Manager	Work: 07500 959267 Mobile: 07590 545654
Emily Dent	Information Management Manager	Mobile: 07855 460857
Neil Evans	Climate Change & Energy Transformation Manager	Mobile: 07929 849831
Steven Pound	Building Control Manager	Work: 07733 102341 Mobile: 07808 875680
Hugh Towns	Senior Development & Enforcement Manager	Work Mobile: 07789 371155 Mobile: 07557 792501
Gail Pearce-Taylor	Natural Environment and Sustainability Manager	Mobile: 07913 508607

Priority	Services	Definition
RED	<p>Suspected Dangerous Trees inspections where immediate Arboriculture advice required (Tree safety and ash die back) - Site Visits likely to be essential)</p> <p>Control of water levels and seepage at Trebeddrod Reservoir, Llanelli</p>	Time Critical service needing to be restored within 0-1 hours
Amber	<p>Dangerous Structures</p> <p>Top priority Enforcement cases (incl. suspected)</p> <p>Street naming and numbering</p> <p>ARCUS</p> <p>Suspected Dangerous Trees Inspections And Maintenance</p> <p>Provision Of Flood And Coastal Assets Emergency Inspections.</p> <p>Flood Investigations And Coordination Of Resources/Response To Incidents</p> <p>Post Flood Incident Inspections</p> <p>Management of other reservoirs that are not the highest risk</p>	Important service needing to be restored within 24 hours

Green	<p>Site Notices (Planning & Built Heritage)</p> <p>Site Visits on an essential basis (seasonal timings for any protected species surveys)</p> <p>Pre-app service (incl. Built Heritage)</p> <p>Planning application processing & determination (incl. Listed Buildings)</p> <p>Investigate high priority suspected unauthorised works NOT covered in AMBER above (incl. Listed Buildings) (incl. Site visits where essential) (usually 5 days re a visit)</p> <p>Service of Enforcement Notices (incl. Site visits where essential) Minerals & Waste: Minerals and Waste Site Notices</p> <p>Minerals and Waste Site Visits → on an essential basis</p> <p>Minerals and waste planning application processing & determination</p> <p>Investigate high priority suspected unauthorised minerals & Waste works NOT covered in AMBER above (incl. Site visits where essential) (usually 5 days re a visit)</p> <p>Minerals and waste Pre-app service (incl. Site visits where essential)</p> <p>Minerals and Waste Enforcement Notices (incl. Site visits where essential)</p> <p>Responses to Planning Applications from forward Planning Team</p> <p>Registration of Building Regulation applications</p> <p>Plan Vetting regarding Building Regulations</p> <p>Building Control site inspections</p> <p>Building Regs Completion certificates (requires site visit)</p>	Important service needing to be restored within 5 days
-------	---	--

	<p>Unauthorised Works Visits (Building Regs)</p> <p>Processing planning applications of all types</p> <p>Processing Enforcement complaints (High, Medium & Low priority)</p> <p>Personal Searches</p> <p>Local Land Charge Searches</p> <p>FCERM statutory works e.g. consents and permits</p> <p>SAB inspections of adoptable infrastructure</p> <p>Grant funded projects with short deadlines (<1 year).</p> <p>FCERM asset inspections at greatest risk (poor state or repair or in high-risk areas)</p>	
--	--	--

BLACK	<p>General Planning Advice (Planning & Built Heritage)</p> <p>Medium priority Enforcement cases (usually 10 days re a visit)</p> <p>Low priority Enforcement cases (usually 15 days re a visit)</p> <p>Waste & Minerals General planning advice</p> <p>Medium priority Enforcement cases (usually 10 days re a visit)</p> <p>Low priority Enforcement cases (usually 15 days re a visit)</p> <p>Visits to active mineral sites (monitoring)</p> <p>Visits to dormant mineral sites (monitoring)</p> <p>Minerals and Waste meetings</p> <p>Waste Planning Monitoring Report</p> <p>Local Development Plan preparation</p> <p>LDP evidence base</p> <p>LDP Stakeholder Engagement Supplementary Planning Guidance (SPG)</p> <p>Housing Trajectory -completions and delivery (parts require site visits)</p> <p>Annual Monitoring Report (parts require site visits)</p> <p>General Conservation advice</p> <p>Planning/Project Ecology (Take into account seasonal timings for any protected species surveys)</p> <p>Coed Cymru (can require site visits)</p>	Important service needing to be restored within 2 months
-------	---	--

	<p>Biodiversity and Environment Act</p> <p>Hedgerow Regs (can require site visits)</p> <p>Common Land issues</p> <p>Caeau Mynydd Mawr and all other conservation habitat management sites require regular site visits.</p> <p>Competent Persons Notification (Building Regulations)</p> <p>Advisory Visits (Building Regulations)</p> <p>Section 32 visits and letters (Building Regulations)</p> <p>3 Monthly Visits (Building Regulations)</p>	
--	--	--

PRIORITY RED SERVICES

Time Critical service needing to be restored within 0-1 hrs

Service/Division: Place & Sustainability

Suspected Dangerous Trees Inspections

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Tree Safety Officer	Own Vehicle Pool Vehicle	Not applicable due to site visit requirement. Any administration can be completed at home or in any corporate building	Laptop Mobile Phone	

Mitigating Measures	Identified Gaps	Additional Info and Links
Managers of Highway land, Education land, Housing land other CCC property all need access to professional advice if there is any damage to people or property, either as a result of a tree falling from CCC land or a tree damaging CCC property, in addition any tree falling on to a highway which may have repercussions for CCC. In such instances the Tree Safety Officer is the first contact and	Check CCC insurance covers Tree Safety Officer to confirm that a tree suspected of being dangerous is dangerous. Their professional qualifications (PTI LEVEL 4) enable them to do this type of work.	Contact List

<p>Assistant Tree Safety Officer is the cover Tree Safety Officers will need to be involved, and it is advised that in cases of serious injury or death and serious damage to property higher level arboriculture consultant should be called in for advice, as such incidents will usually result in legal action and insurance claims and evidence needs to be collected as soon after the tree failure as possible.</p> <p>Tree Consultants Wales provides this level of advice and is on the necessary CCC procurement framework.</p> <p>It is the first contact and is the cover The Tree Safety will remain first point of contact, other than when on leave.</p> <p>He will call in the Tree Safety Officer and Assistant Tree Safety Officer when required.</p>		
---	--	--

Control of Trebeddrod Reservoir Seepage

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Minimum 4 Officers – FDCP Manager or programme manager & FDCP Assistant Engineer Onsite - FDCP Technician &	Own Vehicle Pool Vehicle	Not applicable due to site visit requirement. Any administration can be completed at home or in any corporate building	Laptop Mobile Phone Online telemetry	Access to online telemetry Ground operative attends daily

Grounds operative or contractor				
---------------------------------------	--	--	--	--

Mitigating Measures	Identified Gaps	Additional Info and Links
<p>Seepage is linked to water levels so the following actions should be implemented to manage excess seepage</p> <ul style="list-style-type: none"> • Pump using onsite pump • Use syphon to reduce water level* • Bring in extra pumps to reduce water level • Divert upstream flows into the by wash channel • Monitor embankment and seepage rates • Monitor downstream river volumes 	<p>Keep in contact with supervising engineer if there are issues.</p>	<p>See reservoir emergency plan which covers all eventualities and necessary actions</p> <p>Emergency Plans</p>

PRIORITY AMBER SERVICES

Important service needing to be restored within 24 hours

Service/Division: Building Control, Place & Sustainability

Dangerous Structures

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
6 Building Control Surveyors	Own Vehicles	Not applicable as site visits will be required	Laptop Phone	<u>Business Continuity Plan - PS - Information Management.pdf</u>

Mitigating Measures	Identified Gaps	Additional Info and Links
Two Building Control Surveyors per geographical area on rota		<p>The geographical areas covered by the authority split into three defined areas - each covered by 2 BCS.</p> <p>Each area would have an assigned officer in line with the experience gained through the Pandemic response.</p> <p>Dependant on the emergency, BC Manager would consider operating a rota system to allow more flexibility and to allow officers the opportunity to take leave.</p> <p>Out of hours and Weekend issues would be picked up on by Delta Contact centre who would arrange deployment of the out of hours DLO. BSC's would be contacted the following working day by 9am.</p>

Service/Division: Development Management, Place & Sustainability

Planning Enforcement Cases which present immediate danger to public

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
6 Enforcement Officers 1 Senior Enforcement and Monitoring Officer	Own Vehicle Pool Vehicle	Not applicable as site visits will be required	Laptop Phone Geo-Discoverer Arcus Printer	Pandemic has demonstrated that most of the work listed above can be done agile — other than were essential a site visit & the preparation and printing of enforcement notices which necessitates office presence. <u>Business Continuity Plan - PS - Information Management.pdf</u>

Mitigating Measures	Identified Gaps	Additional Info and Links
As per the Planning Protocol on Enforcement. These relate to Top Priority cases as defined in the Protocol, which if Essential should be visited within 2 days. The team would therefore usually get involved the next working day if the incident being investigated occurred outside of working hours with up to 2 days to visit IF a visit is essential occasionally information from other officers who may have	Only 1 officer per geographic area re DMBH (4 areas - + Built Heritage Officer and Manager) 1 Information Management Officer also needs to be available to register case and have access to relevant systems i.e.: Arcus Global and Geo Discoverer	As per Planning protocol. Out of hours the complaints would be worked through the out of office response system with a reporting function in place for Planning Enforcement at 9am the following morning. Contact List

visited the site will be sufficient to determine whether planning enforcement is required.		
--	--	--

Minerals Waste Planning Enforcement Cases which present immediate danger to public

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Monitoring Officer	Pool Vehicle Own Vehicle	Site Visits only	Laptop Mobile Phone Arcus Geo-Discoverer Printer	Pandemic has demonstrated that most of the work listed above can be done agile — other than were essential a site visit & the preparation and printing of enforcement notices which necessitates office presence. <u>Business Continuity Plan - PS - Information Management.pdf</u>

Mitigating Measures	Identified Gaps	Additional Info and Links
3 officers on rota. The Team Manager will also be available if required. There may be cases where officers will be called upon out of hours. Depending on the nature of the potential concern other enforcement legislative powers (e.g. Public Protection) may be more reactive to an immediate solution than planning regulations. Therefore usually get	Only 3 officers covering 10 Local Planning Authority Areas.	Out of hours the complaints would be worked through the out of office response system with a reporting function in place for Planning Enforcement at 9am the following morning. There would not be a Need for link to Geodiscoverer as only a single officer will be on call at any one time. Contact List

<p>involved the next working day if the incident being investigated occurred outside of working hours with up to 2 days to visit</p> <p>If a visit is essential – occasionally information from other officers who may have visited the site will be sufficient to determine whether enforcement is required.</p>		
---	--	--

Service/Division: Information Management, Place & Sustainability

Street Naming and Numbering

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
1 Info and Management Staff	Own vehicle	Any administrative elements can be done at home or any admin building	Laptop Mobile Phone Arcus Geo-Discoverer Printer	Business Continuity Plan - PS - Information Management.pdf Pandemic has demonstrated that most of the work listed above can be done agile — other than were essential a site visit office presence.

Mitigating Measures	Identified Gaps	Additional Info and Links
A must to have 1 out of 3 critical staff with administrative responsibilities for the system available at any one time.		Implementation & maintenance of the back- office system is critical for ALL services within planning to function — no activities can take place if it is down.

<p>Essential to get new properties registration processed as soon as possible as relied upon by the PO and hence also relied upon by the emergency services. Registration is not an immediate action as it is subject to a statutory process hence importance that it can be progressed without significant break to service.</p>		<p>Out of hours queries would be worked through the out of office response system with a reporting function in place for Information Management to pick up on the following morning (Monday morning if received over the weekend).</p>
---	--	--

Processing of Enforcement Cases

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
6 Enforcement Staff	Own vehicle Pool Vehicle	Any administrative elements can be done at home or any admin building	Laptop Mobile Phone Arcus Geo-Discoverer Printer	Pandemic has demonstrated that most of the work listed above can be done agile — other than were essential a site visit & the preparation and printing of enforcement notices which necessitates office presence. Business Continuity Plan - PS - Information Management.pdf

Mitigating Measures	Identified Gaps	Additional Info and Links
As per DM/ENF/BH entry requirement to have 1 officer available to deal with registration matters in relation to Top Priority		Out of hours queries would be worked through the out of office response system with a reporting function in place for Information Management to pick up on the following morning (Monday

Enforcement cases.		morning if received over the weekend).
--------------------	--	--

Service/Division: Natural Environment and Sustainability, Place & Sustainability

Suspected Dangerous Trees Inspections

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Tree Officer	Own vehicle Pool Vehicle	Any administrative elements can be done at home or any admin building	Laptop Mobile Phone Arcus Geo-Discoverer Printer	Pandemic has demonstrated that most of the work listed above can be done agile — other than were essential a site visit & the preparation and printing of enforcement notices which necessitates office presence. Business Continuity Plan - PS - Information Management.pdf

Mitigating Measures	Identified Gaps	Additional Info and Links
Managers of Highway land, Education land, Housing land other CCC property all need access to professional advice if there is any damage to people or property, either as a result of a tree falling from CCC land or a tree damaging CCC property, in addition any tree falling on to a highway which may have repercussions for CCC. In such instances contact Tree Safety		Contact List

Officer and Assistant Tree Safety Officer is the cover		
--	--	--

Service/Division: Flood and Coastal Protection, Place & Sustainability

Flood Incident duty officer duties and adverse weather monitoring

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
X1 Flood Defence Officer (rota); FDCP Manager	Not needed	Any administrative elements can be done at home or any admin building	Laptop Mobile Phone Geo-Discoverer AMX WDM Hydromaster Telemetry - UD Live Telemetry Datasphere Access to open sources of data Teams Road camera	Business Continuity Plan

Mitigating Measures	Identified Gaps	Additional Info and Links
Weekly rota of FDCP team members All plans available in hard copy in Parc Myrddin	Loss of hydromaster or telemetry access would result in reliance on standard Met Office Hazard Manager and open source data.	

Provision of asset management and emergency inspections.

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
FDCP Assistant Engineer	Own vehicle Pool Vehicle	Any administrative elements can be done at	Laptop Mobile Phone	Business Continuity Plan

X2 Flood Defence Technicians and or X1 cyclic gang		home or any admin building	Geo-Discoverer AMX Tablet WDM Teams Telemetry - UD Live Telemetry Datasphere	
--	--	----------------------------	---	--

Mitigating Measures	Identified Gaps	Additional Info and Links
<p>The flood defence assistant engineer should be able to prioritise inspections if resources are stressed.</p> <p>Highways cyclic gangs should be used to check and clear assets as per annual works programme</p> <p>Grounds Maintenance operative should be used to check reservoirs as per annual works programme</p> <p>Flood defence technicians should attend site in an emergency or to assess significant issues.</p>	<p>Potential for staffing gaps if a more detailed assessment of damage is needed.</p>	<p>Access to telemetry services can help prioritise which assets needs to be visited</p> <p>Telemetry - UD Live Telemetry Datasphere</p>

Flood investigations and coordination of resources/response to incidents

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
FDCP Manager FDCP Programme Manager	Own vehicles X1 team pool vehicle	If a coordinated response is needed, Parc Myrddin	Laptop Mobile Phone Geo-Discoverer AMX	Business Continuity Plan

All FDCP Technicians x4 Coastal Adaptation Officer		should be the base of operations	WDM Telemetry - UD Live Telemetry Datasphere Online open data sources including social media Teams	
--	--	----------------------------------	--	--

Mitigating Measures	Identified Gaps	Additional Info and Links
Prioritisation matrix is in place – danger to life is always prioritised Priority 1- Internal flooding in our highest risk communities Priority-2 incidents involving FDCP assets Priority-3 internal flooding in non-priority risk communities Priority-4 external flooding in high-risk communities Priority-5 external flooding in non-priority communities	Vehicles – only one pool van is managed by the team	Access to weather and rainfall software will help understand the areas of highest risk and prioritise resources; Emergency planning protocols will be instigated if there is a significant incident

Post flood incident investigations

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
FDCP Programme Manager Assistant Engineer X4 Technicians Coastal Officer	Own vehicle Pool Vehicle	Any administrative elements can be done at home or any admin building	Laptop Mobile Phone Arcus AMX Geo-Discoverer Telemetry - UD Live Telemetry Datasphere Online open data sources	Business Continuity Plan

			including social media Teams	
--	--	--	------------------------------------	--

Mitigating Measures	Identified Gaps	Additional Info and Links
<p>Prioritisation matrix is in place</p> <p>Priority 1- Internal flooding in our highest risk communities</p> <p>Priority-2 incidents involving FDCP assets</p> <p>Priority-3 internal flooding in non-priority risk communities</p> <p>Priority-4 external flooding in high-risk communities</p> <p>Priority-5 external flooding in non-priority communities</p>	<p>Vehicles – only one pool van is managed by the team.</p> <p>May need support processing incidents from WDM into AMX databases – Hwb have supported in the past</p>	<p>Access to weather and rainfall software will help understand the areas of highest risk and prioritise resources.</p>

GREEN SERVICES

Important service needing to be restored within 5 days

Service/Division: Flood Defence and Coastal Protection

Construction site inspections (adoptable sites), grant works >1 year, statutory consenting and permitting

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Capital works programme manager; Project managers x2; Capital works technicians x2; SAB engineer SAB; assistant engineer	Own vehicle	Any administrative elements can be done at home or any admin building	Laptop Mobile Phone Arcus Enterprise AMX Geo-Discoverer CFP Teams	

Mitigating Measures	Identified Gaps	Additional Info and Links
Construction inspections could be supported by Highways colleagues	Staff pressures	
Grant works would focus on small scheme works that have non-flexible 1-year deadlines. EoTs could be used to manage other grant works if needed		
SAB works would focus on the statutory obligations, not additional services		
Flood Defence Consents would be		

business as usual by SAB engineer		
-----------------------------------	--	--

Service/Division: Development Management & Built Heritage, Place & Sustainability

Site Notices, Site Visits, Applications for all services within

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
22 Officers	Own vehicle	Any administrative elements can be done at home or any admin building	Laptop Mobile Phone Arcus Geo-Discoverer Printer	Pandemic has demonstrated that most of the work listed above can be done agile — other than were essential a site visit & the preparation and printing of enforcement notices which necessitates office presence. Business Continuity Plan - PS - Information Management.pdf

Mitigating Measures	Identified Gaps	Additional Info and Links
Site Notices can be Posted on site and photos taken voluntarily by the agent/applicant. Process in place for this to accord with legislative requirements.		Written advice available from the planning team for Agents/applicants on what the need to do to ensure compliance with planning regulations
Site Visits (SV) to follow WG advice during Pandemic as good		Welsh Government letters

<p>practice — SV occurring where all other means of getting site info has been looked at/exhausted (virtual walk through etc)</p>		
<p>Statutory Pre application service & Planning determination process</p> <p>MUST progress with Minimal disruption IF economic development opportunities (and recovery in terms of Pandemic situations),</p> <p>Housing needs and community needs in general are not to be adversely affected in the short, medium and longer term. Minimum staff cover will</p> <p>NOT achieve this requirement. To keep any disruption to a minimum ALL staff need to remain engaged</p>		
<p>The type of high priority enforcement cases is outlined in the Enforcement Protocol document. High priority cases should be visited (if a visit is required) within 5 working days.</p> <p>Where a site visit is required but not possible e.g. during a pandemic then all efforts to get details by virtual means will be explored and exhausted.</p>	<p>Printing of notices at present requires entry to offices. Confirmed that electronic signatures and seals is appropriate.</p>	<p>See Planning Enforcement Protocol.</p>

Service/Division: Policy and Placemaking, Place & Sustainability

Planning consultation responses

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
X Information Management Staff	Own vehicle Pool Vehicle	Any administrative elements can be done at home or any admin building	Laptop Mobile Phone Arcus Geo- Discoverer Printer	Business Continuity Plan - PS - Information Management.pdf

Mitigating Measures	Identified Gaps	Additional Info and Links
Statutory Pre application service & Planning determination process MUST progress with minimal disruption IF economic development opportunities (and recovery in terms of Pandemic situations), housing needs and community needs in general are not to be adversely affected in the short, medium and longer term. Minimum staff cover will NOT achieve this requirement. To keep any disruption to a minimum ALL staff need to remain engaged		Pre-applications and planning applications can only progress if ALL consultees can continue to participate. Internal consultees including Forward Planning are critical for determinations and notifications to be issued in a timely manner.

Service/Division: Natural Environment and Sustainability, Place & Sustainability

Planning Ecology

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Senior Ecologist Ecologist x 2	Own vehicle Pool Vehicle	Any administrative elements can be done at home or any admin building	Laptop Mobile Phone Arcus Geo-Discoverer Printer	Business Continuity Plan - PS - Information Management.pdf

Mitigating Measures	Identified Gaps	Additional Info and Links
<p>Statutory Pre application Service & Planning determination process MUST progress with Minimal disruption IF economic development opportunities (and recovery in terms of Pandemic situations), Housing needs and community needs in general are not to be adversely affected in the short, medium and longer term. Minimum staff cover will NOT achieve this requirement.</p> <p>To keep any disruption to a minimum ALL staff need to remain engaged</p>		Pre-applications and planning applications can only progress if ALL consultees can continue to participate. Internal consultees including Ecology are critical for Determinations and notifications to be issued in a timely manner.

Service/Division: Building Control, Place & Sustainability

Applications, Site Inspections and Certificates

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
6 Building Control Inspectors	Own vehicle	Any administrative elements can be done at home or any	Laptop Mobile Phone Arcus Geo-Discoverer Printer	Business Continuity Plan - PS - Information Management.pdf

		admin building		
--	--	----------------	--	--

Mitigating Measures	Identified Gaps	Additional Info and Links
Pandemic has demonstrated that registration and plan vetting can be done agile		This staffing level includes those on call in relation to Dangerous structures.
Site Inspections - some can be done using virtual meetings. However, there are pitfalls in doing this in all situations		This staffing level includes those on call in relation to Dangerous structures.
Work on completion certificates necessitate a site visit and would therefore, be on hold if entry to properties was restricted for any reason. However, putting this service on hold has repercussions in terms of property completion and sales.		This staffing level includes those on call in relation to Dangerous structures.

Service/Division: Information Management, Place & Sustainability

Applications, Site Inspections and Certificates

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
6 Building Control Inspectors	Own vehicle	Any administrative elements can be done at home or any admin building	Laptop Mobile Phone Arcus Geo-Discoverer Printer	Business Continuity Plan - PS - Information Management.pdf
10 Development Management Officers				

X Information Management Officers				
-----------------------------------	--	--	--	--

Mitigating Measures	Identified Gaps	Additional Info and Links
Statutory Pre application Service & Planning Determination process MUST progress with Minimal disruption IF economic development opportunities (and recovery in terms of Pandemic situations), Housing needs and community needs in general are not to be adversely affected in the short, medium and longer term. Minimum staff cover will NOT achieve this requirement. To keep any disruption to a minimum ALL staff need to remain engaged		Pre-applications and planning applications can only progress if all registration and consultation processes and subsequent administration tasks are completed.
Enforcement administrative support		Potential breach of planning leading to enforcement outcomes can only progress if all registration and administrative parts of the process are fully supported.
Searches both Personal and through Land Charges have a required response period for compliance. To achieve this all staff, need to be available to address those enquires. To not do so will make the LA non-compliant and will hold up transactions re housing, commercial etc.		

PRIORITY BLACK SERVICES

Important service needing to be restored within 2 Months

Service/Division: Flood Defence and Coastal Protection, Place & Sustainability

LPA advice, SAB non statutory work, remaining SAB site inspections, remaining capital works programme, routine asset management duties and community and coastal adaption works.

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
FDCP Manager	Own vehicle Pool Vehicles	Most work can be done from home with the exception of site visits	Laptop Mobile Phone Arcus Geo-Discoverer Printer AMX WDM Emails Teams	Most of the work listed can be done agile — other than were essential a site visit & the preparation and printing of enforcement notices which necessitates office presence.
X5 Capital works staff				
X2 SAB Engineers				
X4 Asset management staff				
Coastal Adaption officer				
Apprentice				

Mitigating Measures	Identified Gaps	Additional Info and Links
Capital works construction projects will be prioritised over business case development		
SAB inspections prioritised on a risk-based basis		
FCERM inspection prioritised on a risk-based basis		
Community works will be rescheduled if needed		

Service/Division: Development Management and Built Heritage, Place & Sustainability

Advice, Enforcement Cases, Applications, Site Inspections and Reports

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
6 Enforcement Officers X Information Officers 10 Development Management	Own vehicle Pool Vehicles	Any administrative elements can be done at home or any admin building	Laptop Mobile Phone Arcus Geo- discoverer Printer	Pandemic has demonstrated that most of the work listed above can be done agile - other than were essential a site visit & the preparation and printing of enforcement notices which necessitates office presence. Business Continuity Plan - PS - Information Management.pdf

Mitigating Measures	Identified Gaps	Additional Info and Links
General planning advice is a non-statutory function and can be placed on hold where other pressures take precedent especially during emergency situations. However, providing general advice is seen as good practice in terms of customer expectations and assist with economic growth.		
The type of medium priority enforcement cases is outlined in the Enforcement Protocol document. Medium	Printing of notices at present requires entry to offices. Confirmed that electronic signatures and seals is	

<p>priority cases should be visited (if a visited is required) within 10 working days. Where a site visit is required but not possible e.g. during a pandemic then all efforts to get details by virtual means will be explored and exhausted.</p>	<p>appropriate</p>	
<p>The type of low priority enforcement cases is outlined in the Enforcement Protocol document. Low priority cases should be visited (if a visited is required) within 15 working days. Where a site visit is required but not possible e.g. during a pandemic then all efforts to get details by virtual means will be explored and exhausted.</p>	<p>Printing of notices at present requires entry to offices. Confirmed that electronic signatures and seals is appropriate</p>	
<p>Visits to active mineral sites (Minerals monitoring)</p>	<p>Requires officers to carry out site visits. Visits will be Subject to the H&S requirements of the site manager</p>	<p>Site visits can be deferred where necessary but that has loss of income implications.</p>
<p>Visits to dormant mineral sites (Minerals monitoring)</p>	<p>Requires officers to carry out site visits. Visits will be Subject to the H&S requirements of the site manager</p>	<p>Site visits can be deferred where necessary but that has loss of income implications.</p>
<p>Waste Planning Monitoring Report</p>	<p>The Waste Monitoring Report is published in March each year. All data can be sourced electronically or via phone/virtual meetings, provided IT protocols allow</p>	

Service/Division: Strategic Policy and Placemaking, Place & Sustainability

Local Development Plan, Supplementary Planning Guidance, Annual Monitoring Report

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
	Own vehicle Pool Vehicle	Any administrative elements can be done at home or any admin building	Laptop Mobile Phone Arcus Geo-Discoverer Printer	Pandemic has demonstrated that most of the work listed above can be done agile — other than were essential a site visit & the preparation and printing of enforcement notices which necessitates office presence. Business Continuity Plan - PS - Information Management.pdf

Mitigating Measures	Identified Gaps	Additional Info and Links
Revised Local Development Plan (LDP) preparation is required under statutory provisions with the timetable set as agreed with Welsh Government. Failure to adhere would result in non-delivery of a core statutory duty. There is no scope to slip on the timetable. LDP MUST progress with minimal disruption IF economic development opportunities (and recovery in terms of Pandemic situations),	Printing and publication of documents and stakeholder notification/consultation requires entry to offices.	Although in the BLACK category no more than a week or two should pass before service resumed.

<p>housing needs and community needs in general are not to be adversely affected in the short, medium and longer term. Minimum staff cover will NOT achieve this requirement. To keep any disruption to a minimum ALL staff need to remain engaged.</p>		
<p>LDP Stakeholder Engagement and consultation represents a core component of its preparation and is a requirement under statutory Regulations and forms part of the Delivery Agreement (as agreed with Welsh Government). Will form a central part of forthcoming LDP stages.</p> <p>Minimum staff cover will NOT achieve this requirement. To keep any disruption to a minimum ALL staff need to remain engaged.</p>	<p>Printing and publication of documents and stakeholder notification/consultation requires entry to offices. Under current Delivery Agreement libraries and public access points need to be open on order to be complaint regarding any public consultation.</p>	<p>Although in the BLACK category no more than a week or two should pass before service resumed.</p>
<p>Supplementary Planning Guidance (SPG) - Required to be prepared as part of the preparation of the Revised LDP. MUST progress with minimal disruption IF economic development opportunities (and recovery in terms of Pandemic situations), housing needs and community needs in general are not to be adversely affected in the</p>	<p>Printing and publication of documents and stakeholder notification/consultation requires entry to offices.</p>	<p>Although in the BLACK category no more than a week or two should pass before service resumed.</p>

short, medium and longer term.		
Annual Monitoring Report (parts require site visits). Requirement relates to the annual preparation and submission to WG. Monitoring is extensive, underpinning evidence gathering in relation to core delivery measures. Deferral is only with WG pan Wales approval. Minimum staff cover will NOT achieve this requirement without fundamental impact on service delivery above.		

Service/Division: Natural Environment and Sustainability, Place & Sustainability

Conservation Advice, Projects & Caeau Mynydd Mawr

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
3 x Project Ecologists, 3 x Planning Ecologists, 1 x Local Places for Nature Officer, 1 x Biodiversity Officer, 1 x Arboriculture Officer, 1 x Landscape Officer, 1 x Coed Cymru Officer, 1 x Common Land Officer, 2 x Tree Safety Officer	Own vehicle Pool Vehicle	Any administrative elements can be done at home or any admin building	Laptop Mobile Phone Arcus Geo-Discoverer Printer	Pandemic has demonstrated that most of the work listed above can be done agile — other than were essential a site visit & the preparation and printing of enforcement notices which necessitates office presence. Business Continuity Plan - PS - Information Management.pdf

Mitigating Measures	Identified Gaps	Additional Info and Links
Provision of General Conservation advice is a non-statutory function and can be placed on Hold where other pressures take precedent especially during emergency situations. However, providing general advice is seen as good practice in terms of customer expectations and assist with wider environmental issues, and natural resource management		
Projects (can require site visits)	Printing of plans, when required, at present requires entry to offices	
Caeau Mynydd Mawr	Successful delivery of the project ensures that CCC's LDP (See Forward Planning section) complies with EU Regulations. Many project activities seasonal to comply with EU and UK Wildlife Legislation.	While the project timetable has some flexibility esp. over the summer months, it has an obligation to deliver the habitat improvement set out in the legally binding S106 agreements that fund it and thus ensure CCC's compliance with EU Regulations.

Service/Division: Sustainable Development, Place & Sustainability

Annual quantification of energy data for reporting of carbon emissions

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
2		Any administrative elements can be done at home or any admin building	Laptop Mobile Phone Arcus Geo-Discoverer Printer	<u>Business Continuity Plan - Service Business Unit Oct~2024~Sustainability~DNE.pdf</u>

Mitigating Measures	Identified Gaps	Additional Info and Links

Annual validation of framework energy supplies

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
2		Any administrative elements can be done at home or any admin building	Laptop Mobile Phone Arcus Geo-Discoverer Printer	<u>Business Continuity Plan - Service Business Unit Oct~2024~Sustainability~DNE.pdf</u>

Mitigating Measures	Identified Gaps	Additional Info and Links

Measurement & verification of energy project results / performance

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
2		Any administrative elements can be done at home or any admin building	Laptop Mobile Phone Arcus Geo-Discoverer Printer	<u>Business Continuity Plan - Service Business Unit Oct~2024~Sustainability~DNE.pdf</u>

Mitigating Measures	Identified Gaps	Additional Info and Links

Monitoring of energy and water consumption to identify anomalous use

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other

2		Any administrative elements can be done at home or any admin building	Laptop Mobile Phone Arcus Geo-Discoverer Printer	<u>Business Continuity Plan - Service Business Unit Oct~2024~Sustainability~DNE.pdf</u>
---	--	---	---	---

Mitigating Measures	Identified Gaps	Additional Info and Links

Automatic verification & payment of utility bills (linking to Agresso)

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
2		Any administrative elements can be done at home or any admin building	Laptop Mobile Phone Arcus Geo-Discoverer Printer	<u>Business Continuity Plan - Service Business Unit Oct~2024~Sustainability~DNE.pdf</u>

Mitigating Measures	Identified Gaps	Additional Info and Links

Service Improvement and Transformation Division

Service Improvement and Transformation Senior Management Team Distribution List

Name	Role	Emergency Contact Number
Jackie Edwards	Business Improvement Manager	Mobile: 07805 075111
Iwan Richards	Operational Training Manager	Mobile: 07881 826754
Kelly Thomas	Performance and Innovation Manager	Mobile: 07870 740170
Caryl Williams	Cleaning Services Manager	Mobile: 07500 039371
Carly Thomas	Operational Partner Manager for Waste & Highways	Mobile: 07547 717477
Lindsey Jacob	Operational Partner Manager for Fleet & Parking	Mobile: 07971 047097
Alexander Williams	Digital Systems Transformation Manager	Mobile: 07944702773
Laura Burt	Personal Assistant	Mobile: 07837 239988

Support for Director & HOS to deal with emergency.

[rota/cover/loggist/capture meetings]

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
3 Management Support Officers	Own Vehicle Pool Vehicle	Ability to work from any location including home	Laptop Mobile Phone Sharepoint MS Teams Govmail Soft Phones	

Mitigating Measures	Identified Gaps	Additional Info and Links
<p>Emergency Support Rota</p> <ul style="list-style-type: none"> • A clearly defined rota system for senior leadership support during emergencies. • Includes named individuals with contact details and escalation protocols. <p>Cross-Cover Arrangements</p> <ul style="list-style-type: none"> • Trained deputies or senior managers available to step in if Director/HOS are unavailable. • Shadowing and handover procedures in place. <p>Loggist Role Assigned & Trained</p> <ul style="list-style-type: none"> • Designated loggists trained to accurately record decisions, actions, and timelines during incidents. • Loggist kits and templates readily available. 	<p>Limited Depth in Rota Pool</p> <ul style="list-style-type: none"> • Too few trained individuals to sustain prolonged incidents or cover leave/illness. <p>Inconsistent Loggist Training</p> <ul style="list-style-type: none"> • Not all loggists may be trained to the same standard or familiar with emergency protocols. <p>Lack of Real-Time Decision Tracking Tools</p> <ul style="list-style-type: none"> • Reliance on manual note-taking may slow down response or miss key decisions. <p>Unclear Handover Procedures</p> <ul style="list-style-type: none"> • No formal process for transferring responsibility between rota members. <p>Insufficient Awareness Across Department</p> <ul style="list-style-type: none"> • Staff may not know who is on rota or how to escalate issues during an emergency 	<p>Contact Info</p> <p>Laura Burt: Mobile – 07837239988 Work - 01267224648</p> <p>Zoe Hughes: Mobile – 07790131103 Work -</p> <p>Emergency Meeting Template https://carmarthenshire.sharepoint.com/:f/r/sites/TM_ENV_EmergencyPlanning/Shared%20Documents/Loggist%20Material?csf=1&web=1&e=XuTEqz</p>

<p>Meeting Capture Protocols</p> <ul style="list-style-type: none"> • Standardized templates for capturing emergency meeting minutes. • Clear guidance on distribution, storage, and follow-up actions. <p>Emergency Communication Channels</p> <ul style="list-style-type: none"> • Dedicated Teams/WhatsApp groups or emergency email chains for rapid updates. • Backup communication methods (e.g., SMS, landline trees). <p>Scenario-Based Training & Exercises</p> <ul style="list-style-type: none"> • Regular tabletop exercises involving Director/HOS and support staff. <ul style="list-style-type: none"> ○ 		

Cleaning Services adapt to scenarios e.g. chemicals

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
564 Cleaning Staff	Fleet Vehicle for managers Own Vehicle cleaning staff	Corporate Estate	Laptop Phone MS Teams Sharepoint Whats app	

Mitigating Measures	Identified Gaps	Additional Info and Links
Staff receive specialist training in handling hazardous substances, including COSHH (Control of Substances Hazardous to Health) protocols, and are equipped with appropriate personal protective equipment (PPE) such as gloves, masks, and chemical suits. Emergency cleaning procedures are documented and tailored to specific scenarios, including chemical spills, infectious outbreaks, and environmental hazards. These procedures outline isolation protocols, signage requirements, and coordination with health and safety teams. In addition, the department maintains a rapid deployment capability, with on-call cleaning staff or contractors available to respond immediately when activated by the Facilities or Incident Management Team. Cleaning supervisors	<p>Not all cleaning staff are trained to handle high-risk scenarios, which may limit the department's capacity during large-scale or prolonged incidents. Emergency supplies such as PPE and spill kits may be insufficient if demand exceeds expectations. Furthermore, some cleaning procedures may be too generic and lack the specificity required for complex emergencies, such as chemical contamination. Communication between cleaning teams and emergency coordinators can also be inconsistent, leading to delays or confusion. Finally, roles and responsibilities during emergencies may not be clearly defined for cleaning staff, which can hinder their ability to respond confidently and safely.</p>	<p> STOCK LIST AT ST DAVIDS PARK.xlsx</p> <p>Contact details for all managers personal and work numbers. Managers contact details.xlsx</p> <p>Contact details for external cleaning contractors. Greenvale contact details.xlsx</p> <p>Risk assessments to ensure alignment with broader hazard controls.  Cleaning Register.xlsx ENV-PROP-FM-CS-RA001.pdf</p>

are included in emergency briefings to ensure real-time coordination and tasking.		
---	--	--

Non Social Care PPE Contingency Stock

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
4 Staff	Fleet Vehicle for managers Own Vehicle cleaning staff	Corporate Estate	Laptop Phone MS Teams Sharepoint Whats app	

Mitigating Measures	Identified Gaps	Additional Info and Links
		Contact: Jackie Edwards Mobile: 07805 075111

Payroll data (Operational Partner)

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
10 x Technical Assistant	Pool Vehicle Own Vehicle	Any corporate building or Work from Home	Laptop Soft Phone MS Teams Sharepoint Resourcelink Core Total Repairs My View	
1 x Team Leader				
1 x Operational Partner				

Mitigating Measures	Identified Gaps	Additional Info and Links
Clear submission deadlines are communicated to all teams, and designated staff are responsible for collecting, verifying, and forwarding timesheets.	The reliance on physical paper timesheets makes the process susceptible to delays caused by transport disruptions, building	A digital backup system where scanned timesheets can be submitted during emergencies. A contact list of payroll hub staff and their deputies should be maintained, along with clear

<p>Backup personnel are identified to cover key roles in the event of absence, and standard operating procedures (SOPs) are documented to guide each step of the process.</p> <p>Secure storage and handling protocols are followed to protect sensitive payroll data, and contingency plans exist for alternative submission methods, such as scanned or photographed timesheets, should physical collection be disrupted.</p>	<p>closures, or staff absences.</p> <p>There is limited automation or digital redundancy, meaning that if the hub is inaccessible or key staff are unavailable, payroll processing may be delayed or incomplete.</p> <p>Additionally, there is a risk of data loss or error due to manual handling, especially under pressure or in chaotic conditions.</p> <p>Communication gaps between frontline teams and the payroll hub can also result in missed submissions or incorrect data.</p> <p>Furthermore, the absence of a centralised digital tracking system makes it difficult to monitor progress or identify bottlenecks in real time</p>	<p>escalation procedures if deadlines are at risk.</p> <p>Process Guides for training staff should any staff be required to assist.</p> <p>Corporate payroll timelines.</p> <p><u>CFP Online - Waste & Environment - Business Support Mixed Hub - Business Continuity - All Documents</u></p>
---	---	---

File Transfers for Total Mobile Pay (Digital Systems)

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Digital Systems Assistant	N/A	Corporate Buildings or Work from home	Total Mobile Application Laptop Personal Phone for Authentication MS Teams	
Digital Systems Officer				

Mitigating Measures	Identified Gaps	Additional Info and Links
<p>The system is supported by a defined schedule for file transfers, with automated routines and manual oversight to ensure accuracy.</p> <p>Staff responsible for managing the digital workflow are trained in both the technical and procedural aspects of the system, and backup personnel are identified to cover key roles.</p> <p>Secure access protocols are enforced, including password protection, role-based permissions, and audit trails.</p> <p>In the event of system disruption, contingency plans allow for manual data extraction and alternative file formats to be used for payroll processing.</p> <p>Regular reconciliation checks are conducted to verify data integrity before submission.</p>	<p>The process is dependent on stable network access and system availability, which may be compromised during IT outages, cyber incidents, or infrastructure failures.</p> <p>If key staff are unavailable, there may be limited capacity to troubleshoot or manually intervene in the file transfer process.</p> <p>Communication between the digital systems team and corporate payroll may also be delayed if standard channels are affected, leading to missed deadlines or incomplete submissions.</p> <p>Furthermore, there may be limited documentation of emergency workflows, leaving staff uncertain about alternative procedures under pressure.</p>	<p><u>Business Continuity Plan - Digital Systems Draft - Updated August 2025.docx</u></p>

Operational Training adapted to the need of the emergency

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
3 Operational Trainers	Own Vehicles Pool Vehicles	Corporate Buildings Depots On site	Laptop Ms Teams Whats app Mobile Phone	

Mitigating Measures	Identified Gaps	Additional Info and Links
<p>The department maintains a flexible training framework that allows for accelerated induction, targeted briefings, and scenario-specific instruction.</p> <p>Training materials are available in digital formats to support remote access, and trainers are identified who can deliver content on short notice.</p> <p>Where possible, training is embedded into live response activities, allowing staff to learn while actively contributing to the emergency effort.</p>	<p>Standard training programs may not cover all emergency scenarios in sufficient detail, leaving staff underprepared for unfamiliar risks.</p> <p>The availability of trainers may be limited during a crisis, especially if they are redeployed to frontline roles.</p> <p>Digital access to training materials can be provided via Thinqi and devices are available for non office based staff.</p>	<p>Training modules will be developed as and when required utilising public health or key partner information to adapt to the scenario.</p> <p>Qualified Trainers:</p> <ul style="list-style-type: none"> • Collin Watts • Steve Barnett • Chris Hall <p><u>A training matrix should be used to track staff competencies and identify gaps in emergency readiness.</u></p>

Fuel supply alternatives

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
5 x Technical Assistant	Own Vehicles	Corporate Buildings	Laptop	CCC have ad-hoc accounts with 2x
1x Team Leader	Hire/Leased Vehicles	Depots	Ms Teams	Fuel stations
1 x Operational Partner (Fleet)		On site	Whats app	Dafen Services
			Mobile Phone	Nantycaws
			Fuel – Triscan – bunker fuel	
			Velocity – Fuel card system	
			Quartix system	

Mitigating Measures	Identified Gaps	Additional Info and Links
To mitigate risks during emergencies, the department maintains relationships with approved fuel suppliers and has access to designated refuelling sites.	Disruptions to transport infrastructure, supplier availability, or access to refuelling sites could delay or prevent fuel delivery.	A fuel supply risk assessment should be conducted to identify priority vehicles, equipment, and services that require uninterrupted access.
Fuel usage is monitored to ensure adequate reserves are maintained, and priority vehicles are identified for guaranteed access.	If fuel reserves are not adequately maintained or monitored, the department may face shortages at critical moments.	Priority vehicles are all issued with fuel cards as a back-up.
Where applicable, fuel cards and/or digital tracking systems are used to streamline access and monitor consumption.	There may also be limited visibility of fuel usage across different teams, making it difficult to prioritise or ration supply effectively.	Emergency fuel protocols should be documented, including procedures for rationing, alternative sourcing, and escalation.
Contingency arrangements include the ability to redirect vehicles to alternative fuelling locations and to request emergency deliveries through pre-established supplier agreements.	Staff may lack training on alternative procedures, potentially increasing the risk of delays.	A contact list of fuel suppliers, including emergency delivery options and contract terms, should be maintained and regularly reviewed. This is updated and maintained by the Fleet Manager.
	In addition, reliance on external suppliers introduces risk if contractual arrangements do not include emergency response clauses or	Fleet/BSU only have access to the fuel system. One member of staff monitors the fuel usage daily and checks for any discrepancies/fuel levels.

	guaranteed access during high-demand periods.	
--	---	--

Electric Vehicle Charging alternatives

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
5X Technical Assistant 1x Team Leadr 1 x Operational Partner (Fleet)	Own Vehicles Hired/Lease Vehicles	Corporate Buildings Depots On site	Laptop Ms Teams Whats app Mobile Phone E-Volt software	Clenergy which is monitored it Tom Evans

Mitigating Measures	Identified Gaps	Additional Info and Links
To mitigate risks during emergencies, the department has identified alternative charging options and maintains access to a network of public and commercial EV chargers. Vehicles are assigned to routes and duties based on proximity to reliable charging points, and staff are trained in using multiple charging platforms and apps. Where possible, vehicles are rotated to ensure those with higher battery levels are prioritised for critical tasks.	Charging infrastructure may be inaccessible due to power outages, site closures, or network failures. Public charging stations may be overwhelmed or offline, especially during widespread disruptions. There may be limited availability of mobile charging solutions or backup power sources, such as generators with EV adapters. Staff may not be familiar with alternative charging locations or procedures, particularly if they are redeployed or operating outside their usual areas.	A directory of backup charging locations—both public and private—should be maintained, including access instructions, compatibility details, and contact information. CFP Online - Fleet - EV Charge point asset list - All Documents Mobile charging solutions, such as portable battery packs or generator-based chargers, and assess the feasibility of deploying these during emergencies. Staff should receive training on emergency charging procedures, including how to locate and access alternative stations, use different charging apps, and report issues.

	<p>Additionally, the department may lack real-time visibility of vehicle battery levels and charging status, making it difficult to coordinate usage and prioritise resources effectively.</p>	<p>A centralised system for monitoring EV battery levels and charging status should be implemented to support operational decision-making.</p> <p>Vehicles should be assigned based on battery range and mission-critical needs, with contingency plans for rotating or recharging as needed.</p>
--	--	---

Breakdown of fleet vehicles required for emergencies

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
5X Technical Assistant	Own Vehicles	Corporate Buildings	Laptop	List of assets on the emergency list.
1x Team Leader	Pool Vehicles	Depots	Ms Teams	
1 x Operational Partner (Fleet)		On site	Whats app	
			Mobile Phone	

Mitigating Measures	Identified Gaps	Additional Info and Links
<p>The department maintains a diverse fleet of vehicles, including electric and fuel-powered units, assigned to various operational roles such as frontline response, logistics, site inspections, and staff transport.</p> <p>In emergencies, however, rapid redeployment, increased usage, and potential infrastructure disruptions require a clear breakdown of fleet requirements and contingency measures.</p>	<p>Vehicle availability may be compromised due to breakdowns, fuel shortages, or charging disruptions.</p> <p>Staff may not be trained or authorized to operate certain vehicle types, limiting flexibility.</p> <p>Maintenance schedules may be interrupted, increasing the risk of mechanical failure.</p> <p>Real-time visibility of vehicle location, status, and availability may be limited during emergencies.</p>	<p>Maintain a prioritised list of vehicles designated for emergency use, with clear assignment protocols (current 4WD)</p> <p>Implement a rapid redeployment system to reassign vehicles based on operational needs.</p> <p>Ensure backup fuel supplies and mobile charging options are available for both EVs and fuel-powered vehicles.</p> <p>Cross-train staff on operating multiple vehicle</p>

<p>To support emergency readiness, the department has identified a minimum operational threshold of vehicles required for essential functions.</p> <p>This includes</p> <ul style="list-style-type: none"> • Frontline Response Vehicles: High-priority units for emergency site visits, public safety, and urgent inspections. • Logistics and Transport Vans: Used for moving equipment, supplies, and personnel between locations. • Staff Mobility Vehicles: Assigned for continuity of internal operations, including travel between offices and field sites. • Specialized Vehicles: Such as 4x4s or utility trucks for access to remote or difficult terrain during adverse conditions. <p>Each category has a designated minimum number of vehicles required to maintain service continuity, based on historical usage patterns and risk assessments.</p>	<p>EVs may be unsuitable for long-range or off-grid operations without reliable charging access.</p>	<p>types and ensure licensing requirements are met.</p> <p>Use fleet management/Tracker software to monitor vehicle status, location, and readiness in real time.</p>
---	--	---

These thresholds are reviewed annually and adjusted based on changes in fleet composition, operational scope, and emergency planning scenarios.		
---	--	--

Service Requests

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
11 x Technical Assistants	Own Vehicles	Corporate Buildings	Laptop	
1 x Team Leader	Pool Vehicles	Depots	Ms Teams	
1 x Contract Liaison Officer		On site	Mobile Phone	
1 x Operational Partner (Highways and Waste)		Working from home	Sharepoint	
			Total Repairs	
			APP	
			Flymapper	
			Alloy	

Mitigating Measures	Identified Gaps	Additional Info and Links
Customer service requests are received and processed by the back office team, who record, triage, and distribute them to the appropriate frontline services. To ensure continuity during emergencies, the team follows a standardized	Despite these measures, there are several vulnerabilities that could affect the timely processing of customer service requests during emergencies. The system relies heavily on manual input and staff availability, which may be	Emergency protocols for processing customer service requests. Offline logging templates and manual distribution procedures. A list of critical request types should be defined, along with

<p>workflow supported by digital systems that allow for remote access and task tracking. Staff are trained in prioritizing urgent requests and escalating issues that require immediate attention. A shared platform is used to log and assign tasks, ensuring visibility across teams and enabling real-time updates. Backup personnel are identified to cover key roles, and communication channels—such as email groups and messaging apps—are maintained to ensure requests are not delayed due to staff absence or system disruption.</p>	<p>compromised during high-pressure situations or if the team is understaffed. If digital platforms are inaccessible due to IT outages, there may be no immediate alternative for logging or distributing requests.</p> <p>Additionally, not all frontline teams may have access to or familiarity with the back office systems, leading to delays or miscommunication. There is also limited redundancy in the workflow, meaning that if key staff are unavailable, the process may slow down significantly.</p> <p>Finally, there may be insufficient clarity around which requests are considered critical during emergencies, resulting in inconsistent prioritization.</p>	<p>clear escalation pathways and response time expectations. Staff should be cross-trained to ensure multiple team members can manage the workflow, and a contact list of frontline service leads should be maintained to support direct communication when systems are down.</p> <p>The plan should also include provisions for remote working, ensuring that back office staff can continue processing requests from alternative locations.</p> <p><u>CFP Online - Waste & Environment - Business Support Mixed Hub - Business Continuity - All Documents</u></p>
--	---	---

Contractor Invoices & Financial Recharges

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
13 x Technical Assistants	Own Vehicles Pool Vehicles	Corporate Buildings Depots On site	Laptop Ms Teams Mobile Phone Sharepoint Agresso Total Repairs	
1 x Team Leader				
1 x Contract Liaison Officer				
1 x Operational				

Partner (Highways and Waste)				
------------------------------------	--	--	--	--

Mitigating Measures	Identified Gaps	Additional Info and Links
Departmental Invoice payment system cloud hosted and can be accessed from any location providing internet access	The system relies heavily on manual input and staff availability, which may be compromised during high-pressure situations or if the team is understaffed.	A list of critical contacts should be defined, along with clear escalation pathways and response time expectations.
To ensure continuity during emergencies, the team follows a standardised workflow supported by digital systems that allow for remote access and task tracking.	If departmental digital payment platforms are inaccessible due to IT outage, there may be action required to engage with Corporate systems team.	Process are streamlined to ensure multiple team members can manage the workflow, and a contact list of frontline service leads should be maintained to support direct communication when systems are down.
Staff are trained in prioritising urgent requests and escalating issues that require immediate attention.	Additionally, not all frontline teams may have access to or familiarity with the back office systems, leading to delays or miscommunication.	Key staff are able to work from all locations should they need to assist with corporate finance teams
Staff should be crosstrained to ensure multiple team members can assist where required.	There is also limited redundancy in the workflow, meaning that if key staff are unavailable, the process may slow down significantly.	Systems are cloud hosted and meaning they can be accessed from any device if there is internet access
A shared platform is used to log and assign tasks, ensuring visibility across teams and enabling real-time updates.	Finally, there may be insufficient clarity around which payments are critical during emergencies, resulting in inconsistent prioritisation.	<u>CFP Online - Waste & Environment - Business Support Mixed Hub - Business Continuity - All Documents</u>
Clear authority levels should be set for approving payments in the event of key staff being unavailable		

IT Business Continuity Plans (SIT)

Resources

Staffing	Vehicles	Buildings	IT/Technology	Other
Digital Systems Transformation Manager	Own Vehicles	Corporate Buildings Depots	Laptop Ms Teams Whats App Personal Mobile Phone for Authentication	
Senior Digital Systems Officers X2			Sharepoint Agresso	
Digital Systems Officer X2			Total Repairs Key2 Alloy Scribe	
Digital Support Assistant X2			Kitchen Manager	

Mitigating Measures	Identified Gaps	Additional Info and Links
Business Continuity Plans Personal Laptops or non CCC laptops can be used to access our cloud hosted systems should we not be able to access the CCC Network.	Business Continuity Plans Not all staff within the team have access to a personal laptop or device.	Business Continuity Plan - Digital Systems Draft - Updated August 2025.docx

Cemetery [re-opening]

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
1 x Contract Liaison Officer 1 x Technical Assistant 1 x Operational Partner (Waste & Highways)	Own Vehicles Pool Vehicles	Cemetery	Laptop Ms Teams Mobile Phone Soft Phone Sharepoint Scribe Agresso	

Mitigating Measures	Identified Gaps	Additional Info and Links
The reopening of the cemetery is managed by the local authority in	Despite these preparations, several challenges may arise	A list of priority tasks and responsible officers should be

<p>accordance with public health guidance and operational protocols. A phased reopening plan is in place, which includes site inspections, safety checks, and coordination with grounds maintenance teams.</p> <p>Staff are briefed on access control, signage installation, and visitor management to ensure compliance with health and safety standards.</p> <p>Communication with the public is handled through official channels, including the council website and social media, to provide clear information on opening times, restrictions, and services available.</p> <p>Risk assessments are conducted prior to reopening, and PPE is provided to staff where necessary.</p> <p>Contingency staffing arrangements are in place to cover absences, and contractors are on standby for urgent repairs or maintenance.</p>	<p>during the reopening process.</p> <p>There may be limited availability of staff trained in cemetery operations, especially if redeployed or unavailable due to illness.</p> <p>The site may require urgent maintenance or repairs that cannot be completed in time, delaying safe reopening.</p> <p>Communication with bereaved families and funeral directors may be inconsistent, leading to confusion or distress.</p> <p>There is also a risk that public expectations may exceed operational capacity, particularly if there is a backlog of burials or memorial services.</p> <p>In addition, access to necessary equipment or supplies—such as signage, fencing, or sanitation stations—may be delayed due to procurement issues.</p>	<p>established to ensure accountability.</p> <p>Maps of Cemetery are readily available for assisting allocation.</p> <p>List of funeral directors and for engagement can help coordinate services and manage expectations.</p> <p>Dedicated team to assist with any issues that may arise.</p> <p><u>CFP Online - Waste & Environment - Business Support Mixed Hub - Business Continuity - All Documents</u></p>
---	---	--

Complaints & Communications

Resources				
Staffing	Vehicles	Buildings	IT/Technology	Other
Innovation Officer	Own Vehicles	Corporate Buildings	Laptop Ms Teams	

Innovation Assistant	Pool Vehicles	Depots	Mobile Phone Soft Phone Sharepoint	
----------------------	---------------	--------	--	--

Mitigating Measures	Identified Gaps	Additional Info and Links
<p>During emergencies, the back office team prioritises urgent complaints and ensures they are logged, acknowledged, and routed to the appropriate service leads.</p> <p>A departmental tracking system is used to monitor progress and ensure timely responses.</p> <p>Staff are trained in complaint handling procedures and escalation protocols, and template responses are available to maintain consistency.</p> <p>Remote access to communication platforms allows staff to continue managing complaints off-site, and designated officers are responsible for monitoring inboxes and responding to public queries.</p> <p>Regular updates are provided to senior management to ensure visibility of emerging issues.</p>	<p>There are several vulnerabilities that may affect the handling of complaints and communications during a disruption. The process relies heavily on staff availability and access to digital systems, which may be compromised during emergencies.</p> <p>If multiple departments are affected simultaneously, there may be delays in response times or resolution.</p> <p>Not all complaints are triaged consistently, and there may be confusion over which issues require escalation.</p> <p>Communication with complainants may be delayed if contact details are incomplete or inaccessible.</p> <p>Additionally, there is limited capacity to manage a surge in complaints, particularly if public services are disrupted or expectations are high.</p>	.

Workspace

In determining workspace, the following objectives, actions and considerations need to be considered by the service areas.

Objective	Actions/Considerations
1. Establish the current situation at the affected site / workspace running?	<ul style="list-style-type: none">• What has happened?• When did it occur?• Are the Emergency Services informed / on-site?• Is there access to the site?• Are the IT systems and services still available?• Who else has been informed (media officer, stakeholders)?• How potentially serious is it?• Are there any casualties? If so, details?
2. Decide whether the Business Continuity Management Plan should be invoked? The decision will be based upon the information provided consideration should be given to:	<ul style="list-style-type: none">• How quickly the business will be able to re-enter the affected workspace• Prevailing weather conditions• Whether the Area is currently responding to an external incident• If the decision is to relocate key staff to the agreed alternative accommodation alert the site — (See table below)• If the decision is made not to invoke the plan, continue to monitor the situation until such time as normal access is granted to the disrupted location.
3. Communicate with staff	<ul style="list-style-type: none">• IF EVACUATION IS NEEDED — Follow site evacuation plan taking into account staff and visitor safety.• Keep staff informed at Assembly Points until a decision has been made about whether the building is likely to become available again soon. If the building will not be available, relocate identified key staff to the agreed alternative workspace and send other staff home and tell them to await instructions. Remind them to check the website for updates or their manager will contact them at an agreed time.• Out of Hours- If the disruption occurs outside office hours, staff communication will be co-ordinated by the Operations Manager or their designated responsible officer.

Alternative Working Locations:

It should be noted that all alternative working arrangements will be organised on a priority basis subject to the criticality of the service delivered, as set out in Section 11 above for each division.

Operational staff

Area Maintenance/operational crews can be mobilised from any of the following depot locations, subject to availability (except for Fleet Services: Trostre & Glanamman and Cillefwr Depots only). Supervisors can work from any of the non-affected depot locations.

Area Maintenance Operational services could be delivered at any of the following locations:

- Cillefwr depot
- Trostre depot (Main and Highways/Unit 10)
- Glanamman depot
- Nantglas depot
- Llandovery

Non-operational staff

In the short-term non-critical staff can be stood down. For medium to longer term disruption a place of work will need to be sought or staff could utilise space at one of the locations below not affected by the incident, where space permits.

- Parc Myrddin
- Spilman Street
- County Hall
- Cillefwr Depot
- Trostre Depot
- Glanamman Depot
- Llandovery
- Mynydd Mawr
- Working from home

Systems/Voice Networks/Key Data

All IT Business Continuity arrangements will be in line with the Corporate IT Business Continuity Plans. For further information visit [Critical incidents](#).

Staff Welfare

It must be recognised that a business interruption may also cause additional pressures for staff. Staff need to be given clear direction about what the priorities of the Service and the Council are, which can be achieved by having well thought out and implemented continuity strategies in place.

Managers must ensure that they monitor staff more closely to ensure that their welfare is maintained (e.g. regular breaks due to increased intensity or pressure of work), or regular contact for home working.

Staff should be aware of what their role is when a major disruption occurs. Clear and concise communication with staff is pivotal to having an organised response. Staff must be made aware of what communication methods are going to be used so they can find out the latest information if they are going to be working from home or a different location than normal. If staff are to be working from a different location, ensure that they know where the location is (provide a map and or directions if necessary) and they are able to get there and get access.

Once this Business Continuity Plan is invoked the following will need to be considered:

- Staff rotas
- Staff location
- Toilet and washing facilities
- Rest room/s
- Catering
- Communication with employees, families etc.

Communicating with staff

During Office Hours

If the disruption occurs during office hours, then staff can be communicated with via briefings from managers and electronically by the intranet and email.

Out of office hours

The Operational manager for the Service or their designated officer will keep staff up to date by the following methods:

- Microsoft Teams
- Mobile phone Text cascade of information if appropriate.
- Email to staff that have access to external email as appropriate.
- Face to face as appropriate.

Information may be available via the links noted in the Media/Public Information section below.

Staff must be given the opportunity to feedback any comments they may have after the response phase and the service has returned to normal. This may be in the form of a structured debrief or more informally.

Managers who suspect that staff have suffered undue stress or even trauma from the business disruption must consider providing assistance for those staff who have been affected. This can be accessed by contacting the Councils Occupational Health Unit or People Management section.

Media/Public Information

The Council's Marketing and Media Team and Customer Contact/Delta Wellbeing Teams are all responsible for communicating with the public in different ways during any major disruption.

In the event of major disruptions to services the Council's Marketing and Media Manager must be contacted to be informed of what has happened and the estimated length of the disruption and possible impacts of the disruption.

All staff should be made aware that any enquiries from the media must be directed to the Council's Marketing and Media Team.

It is important to keep the public informed of a major disruption to the service and this can be done by:

- Press Releases
- Radio
- Social Media
- Telephone - Contact Centre
- Face to face

For major disruptions, pre-prepared messages will be issued such as messages or prepared statements informing the public of what actions are being taken due to the disruption or what the public need to do or where they can go to access services.

- Corporate Website - <http://www.carmarthenshire.gov.wales/>
- Twitter Account <https://twitter.com/CarmsCouncil>
- Facebook Account <https://www.facebook.com/CarmsCouncil>
- Carmarthenshire Radio www.radioCarmarthenshire.com or 102.5 FM

Plan Maintenance Procedures

The author of the plan is responsible for reviewing contact lists every 6 months and plan must be reviewed annually. Ultimately the plan owner is responsible for ensuring the plan is up to date and exercised and all audit requirements have been met.

Plan validation (Exercises)/Training Schedule

Awareness training for staff to make sure they all know what to do and who will be involved. Be sensitive how you communicate your plan — phrasing 'essential staff' or 'vital services' suggests that some of your staff aren't as important as others.

Telephone information cascade exercise:

Testing ability to contact staff outside working hours in case you need to put staff on standby ready to implement the Plan, this should be carried out 6 monthly. This exercise should be unprompted and to be considered a success would require the successful contact of 80% of staff.

Table top exercise: Exercise which should be carried out annually when plan is reviewed with key staff looking at a scenario which would involve plan being invoked and check the plan would work.

Full Test: Consider testing by operating at alternative premises with key staff for a few hours.

The following template can be used to record actions from of Exercises undertaken:

Date	Type of Test	Results	Actions Required	Date action required	By Whom	Date of next test
1/5/2025	Desktop		Staff Welfare/ Fuel / Generators		HoS	

Appendix A Staff Contact Details

STAFF Contact Names & Numbers

A list of staff contact details can be found in the Emergency Contacts Directory or the relevant section of this Business Continuity Plan using the links. In addition, "Delta Wellbeing" hold the contact details of various "out of hours" functions.

Appendix B Supplier Contact Details

Contractors, suppliers & useful numbers Contact Details

Can be found using the appropriate links within this Plan. Note that confirmation of contractors and suppliers own Business Continuity arrangements must also be obtained.

Appendix C Log Sheet

Date	Incident	Meeting	Loggist	Decision Maker