**Appendix B**

**Incident Response Plan**

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| **Plan Name:** | Service Control Centre Incident Response Plan (Loss of Site) |
| **Plan Owned by:** | AM Service Support |
| **Nominated Manager:** | SCC Control Manager |
| **Date Completed:** | October 2016 |
| **Review Due** | October 2017 |
| **Version** | V 1.0 |

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| **Introduction** |

* The purpose of this plan is to provide guidance for managers when there is a business continuity event affecting the Service Control Centre (SCC).

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| **Plan Features** |

* **What are the assumptions of the plan** – Adequate numbers of control staff are available to evacuate to another NFSP control room when required. This includes supervisory support.
* **When should this plan be invoked** – When maintaining the primary functions of fire Control in the SCC are compromised.
* **What should the plan achieve**: Primarily, the maintenance of emergency call handling, mobilisation of operational resources, management of emergency incidents to conclusion and the maintenance of acceptable levels of fire cover across the service area and the NFSP.

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| **Invoking Business Continuity Arrangements** |

(Details here must be copied to control response matrix)

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| **Roles and Responsibilities** |

For full roles and responsibilities see ‘Business Continuity Resources’ within the Business Continuity Procedure.

The minimum level of resources required for a business continuity event is;

* + - Lead Business Continuity Manager
    - Head of Democratic Services & Corporate Assurance (or equivalent)
    - Incident Response Team Lead
    - A Control Manager (or trained Control Tactical Advisor)
    - Administration Support
    - Loggist
    - Media and Communication Manager

**Lead Business Continuity Manager (LBCM)**

* + - **Have overall responsibility for managing the event.**
    - Support and report to the Crisis Management Team.
    - Consider liaising with the Local Resilience Forum where appropriate.
    - The LBCM will also decide when the Service reverts to ‘Business as Usual’ in conjunction with the Crisis Management Team, when in place.

**Head of Democratic Services & Corporate Assurance (or equivalent)**

* + - Providing advise on business continuity
    - Ensure the appropriate plans and processes are available, being used and implemented.
    - Support the application of the processes and plans
    - Ensure that a review is completed after the event to evaluate the effectiveness of the arrangements and make adjustments where appropriate
    - Complete any other duties as assigned by the LBCM

**Media and Communications Manager**

* + - Prepare and issue all communications subject to final clearance by the LBCM
    - Assist all areas of the Service with preparation and distribution of communications.
    - Record and deal with requests for communications from external sources
    - Ensure that internal communication continue and that staff are well informed
    - Monitor and respond to social media
    - Report matters arising to the LBCM
    - Provide support to Officers prior to interviews and conferences
    - Complete duties as requested by the LBCM

**Incident Response Team Lead**

* + - Provide leadership and direction to the Incident Response Team
    - Identify and manage the resources required to manage the incident and the recovery
    - Ensure that the event is managed in line with the Services business continuity arrangements
    - Have responsibility for the completion of the administration for the event
    - Ensure appropriate communication, liaison and support is provided to Control
    - Support the LBCM and provide duties as directed

**Control Manager (or trained Control Tactical Advisor)**

* + - Ensuring continuation of emergency response calls and mobilisation
    - Liaising with other Fire and Rescue Services
    - Providing the link for communications between the Incident Response Team and Control
    - Ensuring the welfare of the Control room staff
    - Monitoring work levels and resources required
    - Recommending the implementation of Control business continuity arrangements where required
    - Keep LBCM, via the Incident Response Team Lead, aware of any issues in relation to operational capacity during the event
    - Complete duties as requested by the Incident Response Team Lead

**Administration Support**

* + - Set up hardcopy and external files to support the management of an event and ensure appropriate access levels
    - Provide copies of the relevant plans and procedures to the officers and teams involved as required
    - Ensure the completion of decision and issues logs
    - Locate and provide contact details as requested
    - Answer and direct telephone calls
    - Take minutes of meetings
    - Complete duties as directed by the LBCM and Incident Response Team Lead

Note: A decisions and issues log must be recorded from the outset of an event. Where the LBCM and Incident Response Team Lead are in differing locations a loggist will be required at each location to capture decisions and issues as they arise. A list of trained loggist’s is available on the DWFRS intranet (Business Continuity Procedure Appendix K) and as a paper copy in DWFRS control room.

**Crisis Management Team (CMT)**

In the event of a significant interruption, defined on appendix C (Control response matrix), a Crisis Management Team will be required. The CMT will consist of members of the Strategic Leadership Team, appropriate to deal with the business continuity event; they will be supported by the Head of Democratic Services & Corporate Assurance (or equivalent) and led the LBCM.

The LCBM may vary the structure of the CMT according to the size and nature of the event. The minimum membership for the CMT will be;

* + - Lead Business Continuity Manager
    - Head Democratic Services & Corporate Assurance (or equivalent)
    - A member of the Strategic Leadership Team
    - Media and Communications Officer
    - Administration Support

The CMT will:

* + - Assess the impact on the Service, our partners and the community
    - Provide direction from the Gold Room in Control.
    - Manage the strategic elements of the incident
    - Formulate the Service’s overall strategic response to the business interruption.

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| **Major Activities** |

Highlight below are the mainactivities that will be affected by this event/emergency, the activities have been risk assessed and scored Serious, Major or Catastrophic, using the Business Continuity element of the Service’s Risk Matrix, taking only the impact assessment into account. Consideration should also be taken of the Services Critical Activities Matrix.

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| **Serious**  There can be some suspension of up to 7 days. | **Major**  There can be a delay of a maximum of 24 hours. | **Catastrophic**  The Service can not fail – full availability must be maintained. |
| The failure of a department to deliver a key function (up to 7 days) requiring the introduction of local department business continuity arrangement | Partial delay of the Service to deliver a critical function (up to 24 hours) requiring the introduction business continuity arrangements. | The failure of the Service to deliver an emergency response requiring the introduction of full business continuity arrangements. |

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| **List the main activities disrupted by the event** | **Impact Score**  **(3-5)** |
| Receipt of emergency calls | 5 |
| Mobilising of resources in response to requests for assistance from the public, other emergency services or NFSP partners. | 5 |
| Incident ground support | 4 |
| Maintenance of acceptable levels of “Fire Cover” within the service area (including officer resources) | 4 |
| Notification of incidents to managers | 3 |
| Sickness reporting | 4 |
| Accident reporting | 4 |
| Defect reporting | 3 |
| Monitoring of service intruder, fire alarms and CCTV systems on the Potterne site | 2 |
| Maintenance of mobilising and Communications databases | 2 |

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| **Catastrophic Impact Activities** | |
| **Activities that can not be disrupted** | |
| 1 | Receipt of emergency calls |
| 2 | Mobilising of resources in response to requests for assistance from the public, other emergency services or NFSP partners. |
| 3 | Incident ground support |
| 4 | Delivering incident command resources and information (including FF, Officer and specialist role) |

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| **Major Impact Activities** | | | | | |
| **How long can the Service tolerate disruption of this Activity**  (Place an X in the relevant box) | | | | | |
| **List the Major Impact Activities from above : Up to -->** | | 1Hr | 4Hrs | 8Hrs | 24Hrs |
| 1 | Maintenance of acceptable levels of “Fire Cover” within the service area (including officer resources) | X |  |  |  |
| 2 | Sickness reporting |  |  |  | X |
| 3 | Accident reporting and notification |  |  |  | X |
| 4 | Provision of telephone switchboard |  |  | X |  |

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| **Serious Impact Activities** | | | |
| **How long can the Service tolerate disruption of this Activity**  (Place an X in the relevant box) | | | |
| **List the Serious Impact Activities from above : Up to -->** | | 48 Hrs | 7 days |
| 1 | Notification of significant events or incidents to managers | X |  |
| 2 | Defect reporting | X |  |

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| **Recovery Plan** |

The planned actions within this recovery plan support and provide direction for the continuation and re-establishment of the activities prior to, during and following an event.

**Prior to the Event (assumption this is a planned event, failure is predicted or where other type of warning has been received)**

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|  | **Activity** | **Response Measures** | **Person Responsible** |
| 1 | Identify stakeholders for event and ascertain potential impacts. These will be mainly related to the time the site is unavailable.    Consider the need for a Crisis Management Team (CMT) and who will be the Lead Business Continuity Manager (LBCM) | Inform all stakeholders of the potential impacts and when they will receive further information. Consider completing a communications plan.  For a loss that will be less than a single shift.  Inform;   1. SDM 2. SCC staff 3. NFSP control rooms 4. DWFRS Control Tactical Advisors (CTA’s) 5. ICT | Control Station Manager |
| 2 | Alert ICT of the requirement to prepare ICT systems and in particular Vision and DS3000 | Request that the following services are migrated to an alternative sit (Virtual severs) if a loss is possible.   1. Gartan 2. Mobile Data Gateway Interfaces 3. 3TC 4. Administration servers. | Control Station Manager |
| 3 | Review SCC crewing and make arrangements to meet requirements for the event. | Check crewing rota and inform affected staff members of any alternative arrangements.  Use Crewing service order 01.13 to determine how to address any shortfalls in crewing. | Control Station Manager |
| 4 | Determine transportation arrangements required for control staff in case of evacuation. | Minimum of 1 vehicle with;   1. Satellite navigation 2. Airwave radio 3. Mobile phone 4. Fuel card   If the event is likely to last longer than a single shift 2 vehicles will be required. | Control Station Manager |
| 5 | Inform all Control watches of planned event. | Use any means available to contact all staff who will be on duty during the event. | Control Station Manager |
| 6 | Inform all NFSP partners of planned event. | Formally inform NFSP partners of the event and the planning assumptions.  Discussion to confirm the probable and possible impacts to NFSP and on both D&SFRS and HFRS. | Control Station Manager \ NFSP CAIT |
| 7 | Inform CAPITA of planned event and confirm the NFSP impacts identified. | Secure the NFSP and CAPITA resources to complete any preventative or remedial work required. | Control Station Manager |
| 8 | Arrange a planning meeting if needed. This can be useful as a way of meeting the requirements of the communication plan.  Circulate the planning document \ schedule for final comment (if there is time) | Check planning assumptions and resource requirements expected during the event. Planning to restoration. | Incident Response Team Lead |

**First Hour – Unplanned Event**

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|  | **Activity** | **Response Measures** | **Person Responsible** |
| 1 | The ability to take emergency calls in the SCC and mobilise effectively is not available.  Answer administration lines in the SCC. | Instruct NFSP partner to take calls. Initially this is D&SFRS.  Inform HFRS of issue and action taken.  Refer to Business Continuity Document 1, for guidance on minimum requirements to maintain operations in DWFRS. | Control Watch Manager |
| 2 | Inform Duty ICT, Control Station Manager’s if on duty or duty CTA in their absence, Duty Area Manager (DAM to inform Brigade Manager as required) | Give known details and if ability to take calls and mobilise is still available. | Control Watch Manager |
| 3 | Identify an available loggist from list (available from GI pages in control) to assist in recording the event timeline and decision log. | Early attendance will reduce the reliance on memory and assist in the compilation of any required reports. | CTA \ Flexi duty Officer attending control. |
| 4 | Inform NFSP duty CTA’s of event and implications for their FRS if known.  Give brief technical details and contact details of CTA (If known) | NFSP CTA’s will assist in the management across the NFSP control rooms. | Control Station Manager or CTA |
| 5 | Initiate a Crisis Management Team | The CMT will consist of members of the Strategic Leadership Team, appropriate to deal with the business continuity event; they will be supported by the Head of Democratic Services & Corporate Assurance (or equivalent) and the LBCM. | Duty Area Manager |
| 6 | Identify anticipated length of event to enable a timely decision to evacuate the SCC.  If failure is expected to be in excess of two hours, early consideration should be given to evacuate staff to a partner control room. | Refer to Evacuation of SCC check list in **Business Continuity 1 document** for tasks and notifications to be completed if a decision to evacuate is made. | Control Station Manager or CTA |
| 7 | Maintenance of Fire Cover across service area. | Consider options to maintain information to enable the management of Fire Cover. This will be dependent on what ICT systems are available.  Refer to the Operational Response Degradation plan and how confirm how best to maintain contact with our resources. | Control Station Manager or CTA |
| 8 | Report any Vision or DS3000 issue with Capita through Service Now Portal or by telephone direct. | ICT Technicon to report fault and act as a point of contact for Capita on call engineers \ technician. | Duty ICT |

**2 – 4 Hours**

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|  | **Activity** | **Response Measures** | **Person Responsible** |
| 1 | Review timeframe for the anticipated loss of system. | Briefing to be arranged with Duty Area Manager, Control Tactical Advisor, ICT and Control Room Manager | On Call ICT and CTA |
| 2 | Review business continuity resources in place and any urgent requirements to supplement or replace. |  | Duty Area Manager, CTA, LCBM |

**4 Hours**

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|  | **Activity** | **Response Measures** | **Person Responsible** |
| 1 | Determine if change of shift will be required at an alternative NFSP control room. | Review crewing arrangements and transportation options to meet he needs of the event. | CMT \ LBCM |
| 2 | Media communications plan for event. | Prepare for any internal / external release of information regarding event. | Media and Communications Manager via CMT \ LBCM |
| 3 | Planning for the restoration of 8+ hours activities. | Confirm activities will be restored and provide arrangements to implement. | CMT \ LBCM |

**8 Hours**

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|  | **Activity** | **Response Measures** | **Person Responsible** |
| 1 | Sickness Reporting and Notification  If administration lines cannot be answered in the SCC. | In initial stages NFSP will take basic details and notify the DW Duty manager who will inform other managers as appropriate.  If fully evacuated to an alternative NFSP control DW operators will resume this responsibility when and if they are able to do so. They will inform the Duty Manager. | Control Station Manager, CTA, Duty Manager |
| 2 | Consider welfare arrangements for control room staff. | 1. Travel arrangements for relief crews or change of shift. 2. Accommodation if required for staff wish to stay overnight rather than extend their travel time. | CMT \ LBCM |
| 3 | If loss of site (SCC building) is long term, commence planning for relocation of the control room into the Bungalow on the Potterne site. | Relocation to the Bungalow within the Potterne site will take up to 7 days to complete as alternative ICT equipment will need to be sourced and installed.  All ICT staff will be required to assist with this work to achieve the 7-day timescale.  If the loss is for the whole Potterne site, relocation to the Training and Development Centre in Devizes (upper floor) is the preferred solution.  This will take up to 1 month to accomplish and will require most of ICT resources available to complete the work. The Captia network engineer will be required for a considerable period of time to accomplish this. | CMT \ LBCM |
| 4 | Prepare a media release and social media feeds. | Social media feeds can be utilised to keep staff and other stakeholders informed with accurate information regarding the business continuity event and give reassurance that core functions are being maintained (emergency calls answered, appliances mobilised) | CMT \  Media and Communications Manager |

**24 Hours**

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|  | **Activity** | **Recovery Measures** | **Person Responsible** |
| 1 | Accident Reporting and Notification | Confirm alternative arrangements are in place. | CMT \ LBCM |
| 2 | Defect Reporting Vehicle and Premises | Confirm alternative arrangements are in place. i.e. Reporting direct to duty mechanic. | CMT \ LBCM |
| 3 | Planned maintenance of associated operational equipment. | Conform with Assets and fleet what equipment is scheduled for test and determine if this will go ahead or be re-scheduled. | CMT \ LBCM |
| 4 | Consider a staff welfare review. | HR Business Partners, Occupational Health, Control Room Managers to prepare for a presentation to CMT. | CMT |

**48 Hours**

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|  | **Activity** | **Recovery Measures** | **Person Responsible** |
| 1 | Confirm all required steps of the Business Continuity plan have been taken or alternative arrangements are in place. | Ensure that this review is recorded in the business continuity event log. | CMT \ LBCM |
| 2 | Review staff welfare arrangements for suitability. | Review of   1. Travel arrangements 2. Overnight Accommodation requirement. 3. Subsistence (availability of food and drink and petty cash arrangements) 4. Rest period arrangements at alternative location) | CMT \ LBCM |
| 3 | Review the available assistance from NFSP control rooms in relation to crewing. | Assess the ability of NFSP control rooms to provide crewing assistance such as increasing their crewing levels to fill all consoles within control rooms. | CMT \ LBCM |
| 4 | Notification of significant events or incidents to managers | Review ability to perform this function. | CMT \ LBCM |
| 5 | Review the available assistance from NFSP control rooms in relation to crewing. | Assess the ability of NFSP control rooms to provide crewing assistance such as increasing their crewing levels to fill all consoles within control rooms. | CMT \ LBCM  NFSP CTA’s |

**3-7 Days**

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|  | **Activity** | **Recovery Measures** | **Person Responsible** |
| 1 | Review staff welfare arrangements for suitability. |  | CMT \ LBCM |
| 2 | Confirm how long the site will remain unavailable and review recovery plan. |  | CMT \ LBCM |

**Over 7 days and up to recovery**

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|  | **Activity** | **Recovery Measures** | **Person Responsible** |
| 1 | Monitoring of service intruder, fire alarms and CCTV systems and notification to staff.  Review of overnight CCTV recordings | The alarm systems will be processed by the NFSP partner control handling our calls.  CCTV would be available through post review of recordings only. Staff at affected premises should be advised by the Property Services Manager of the reduced level of security monitoring. |  |
| 2 | Maintenance of mobilising and communications databases. | If DWFRS data staff are unavailable emergency or urgent amendments can be completed by NFSP data managers. |  |

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| **Service Impact Analysis** |

To support the implementation and management of this plan the following minimum resources, vehicles & equipment, ICT and alternative premises will be required.

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| **Resources** | |
| Prior to event  (assumption this is a planned event or failure is predicted) | * Incident Response Team Lead * Lead Business Continuity Manager * Head of Democratic Services & Corporate Assurance (or equivalent) * Control Station Manager or CTA * Specialist ICT * CAIT team member * Admin support * Meeting room at Potterne (nominally ‘Gold Room’) for teleconference facilities.   **EXTERNAL RESOURCES REQUIRED**   * NFSP business relationship manger * NFSP (normally D&SFRS) agreement to take over DWFRS business   + Dependant on expected length of business continuity event we may require the NFSP control room in Exeter to crew up to accommodate our business. * CAPITA Service Level Manager   + To secure technical advice prior to event and identification of the level of support required to deal with the planned event.   + To secure on call engineer or other support for the planned event. |
| First Hour – Unplanned Event. | * Premises for Incident Response Team * Incident Response Team Lead * Lead Business Continuity Manager * Head of Democratic Services & Corporate Assurance (or equivalent) * Admin support * Loggist * Control Station Manager or CTA * Specialist ICT * DWFRS CAIT team member (if available) * Petty cash or corporate credit card for emergency expenses   **EXTERNAL RESOURCES REQUIRED**   * NFSP business relationship manger * CAPITA on call engineer * NFSP Control rooms |
| 2-4 Hour | * Duty Area Manager * Control Tactical Advisor * ICT * Control Room Manager * Media and Communications Manager |
| 4-8 Hours | CTA or Control room manager nominated to travel with control operators at change of shift.  Review of numbers available for next 72 hours. |
| 24 Hours | No Change |
| 48 Hours | No Change |
| 3-7 Days | No Change |
| + 7 Days | If alternative premises for DWFRS control are required:   |  |  | | --- | --- | | **Bungalow** | **Training & Development Centre Devizes** | | Capita – Network engineer | Capita – Network engineer | | Network support contract invoked if DWFRS resources not available. Details within the ICT business Continuity plan. | NFSP Network supplier (Currently Virgin Media) | | All DWFRS ICT capacity for up to 7 days | All DWFRS ICT capacity for up to 7 days.  Network Manager, Communications Manager for up to 1 month. | |  | Consider UPS requirements for a temporary solution for the TDC site. (i.e Desktop or other solution) |   To effect the Bungalow (Potterne) solution would take 1 week.  To effect the Training & Development Centre Devizes solution would take 1 month. |

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| **Vehicles & Equipment** | |
| Prior to event | 2 vehicles, each with Satellite navigation, fuel card and mobile phone |
| First Hour – Unplanned Event | 2 vehicles, each with Satellite navigation, fuel card and mobile phone |
| 2-4 Hour |  |
| 4-8 Hours | Additional 2 Vehicles, each with Satellite navigation, fuel card and mobile phone |
| 24 Hours | 4 vehicles each with Satellite navigation, fuel card and mobile phone |
| 48 Hours | 4 vehicles each with Satellite navigation, fuel card and mobile phone |
| 3-7 Days | 4 vehicles each with Satellite navigation, fuel card and mobile phone |
| + 7 Days | 4 vehicles each with Satellite navigation, fuel card and mobile phone |

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| **ICT** | |
| Prior to event | Specialist ICT  CAPITA technical advice |
| First Hour – Unplanned Event | Specialist ICT  CAPITA technical assistance (on call engineer) |
| 2-4 Hour | CAPITA technical assistance (on call engineer) |
| 4-8 Hours | Specialist ICT  CAPITA technical assistance (on call engineer) |
| 24 Hours | Specialist ICT  CAPITA technical assistance (on call engineer) |
| 48 Hours | Specialist ICT |
| 3-7 Days | Specialist ICT |
| + 7 Days | All DWFRS ICT staff will be required to facilitate a move to an alternative location (see below +7 days Alternative Premises). |

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| **Alternative Premises** | |
| Prior to event | NFSP control rooms in Exeter or Eastliegh can accommodate 2-3 DWFRS operators. These can be prepared in advance. |
| First Hour – Unplanned Event | See above |
| 2-4 Hour | See above |
| 4-8 Hours | See above |
| 24 Hours | See above |
| 48 Hours | See above |
| 3-7 Days | See above |
| + 7 Days | If the loss is only the SCC building: Bungalow on Potterne site is the preferred option. This will require relocating those who currently work there.  If the loss is the whole Potterne site: 1st Floor Meeting rooms at Devizes Training Centre as this will accommodate all SCC staff at a single location. |

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| **Critical Activities and Business Continuity Arrangements** |

This Plan is linked to the Services critical activities matrix. During the event the Lead Business Continuity Officer or Incident Response Team Lead will need to review the critical activities matrix to ensure that the Service fulfils its requirements as a Category 1 Responder.

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| **Supporting Plans/Information for Event.** |

During this event the following Service plans and information should used to support and aid decision and regain business as usual.

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| |  |  | | --- | --- | | **Plan/Information** | **Location** | | Business Continuity Procedure and supporting documents:  Business Continuity 1,2,3,4 | Electronic Copy – Staff Site.  Hard Copy – Control plus copy in Evacuation Pack. | | ICT Business Continuity plan details Network support contract and call off procedure. | Electronic Copy – Staff Site.  Hard Copy - Control | | Business Continuity Procedure Appendix K | Electronic Copy – Staff Site.  Hard Copy - Control | |

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| **Risks and Impact Areas of this Emergency** |

All risk areas have been considered and the impact scored using the Services Risk Appetite Matrix.

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| **Impact area** | Resources | Environmental | Reputation | Business Continuity | Performance Management | Financial |
| x | x | x | x | x | n/a |
| **Impact score** | 5 | 5 | 5 | 5 | 5 |  |

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| **Stake Holders - Affected by the event** |

The following stakeholders were considered during the design of this plan.

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| **Stake**  **holders** | Employees | Community | Suppliers | Partners |
| **Place X in box** | **X** | **X** | **X** | **X** |

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| Elected Members | Users of Services | Neighbouring FRS’s | The Media | The Government |
| **X** | **X** | **X** | **X** | **X** |

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| **Additional Information** |

**Vital Records**

List any vital records that are not computerised required when invoking this plan.

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| **Record** | **Location** | **Format** |
| N/A |  |  |