

Incident Response Plan

Plan Name:	Fuel Incident Response Plan - Interruptions to road diesel fuel supply
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Introduction

The purpose of this plan is to outline the procedures that will assist DWFRS in maintaining operational capability of front line appliances in the event of a short-term interruption of fuel supplies from refinery supplies and transportation failures to commercial filling stations.

The ability to enable priority staff to attend their workplace through the provision of fuel and the subsequent ability of Dorset & Wiltshire Fire and Rescue Service to meet its statutory obligations under the Fire Services Act and the Civil Contingencies Act is the primary focus of this plan.

The Government's aim in the situation of an interruption of fuel supplies is to prioritise fuel to the emergency services and other essential service providers such as utility companies to make the best use of reducing quantities of fuel to minimise the impact on emergency and other essential services that underpin daily life.

Notification of any expected disruption will be promulgated through the two Local Resilience Forums (LRF) that DWFRS are members of. This will be sent to the DWFRS control room. The control room will inform the duty manager (DM), a duty Area Manager (SDM) who will in turn determine if business continuity arrangements are invoked.

Currently there are no agreements in place for fuel sharing from members of the Dorset or Swindon & Wiltshire LRF's who hold static fuel supplies. DWFRS will need to plan for self-sufficiency during events such as these.

Currently there is no certainty surrounding the provision of fuel from a government designated distribution point or local retailer.

Plan Features

- **What are the assumptions of the plan –**
 - This plan assumes that it is impractical for DWFRS to make long term contingency plans for a prolonged nationwide road diesel fuel shortage and therefore addresses an unavailability of road diesel fuel for up to 25 days.
 - DWFRS has a requirement of 1000 litres of diesel per day to maintain critical functions.
 - Contracts with third party suppliers are delivered as specified and priority customer status is maintained.

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- Business Continuity arrangements of third party suppliers remain unchanged between review dates.
 - DWFRS static fuel capability is not reduced at the time of the event. Transportation of fuel capacity is not reduced at the time of the event.
 - All vehicles and equipment required for the transportation of fuel are available.
 - Sufficient numbers of qualified driver operators are available.
 - DWFRS will receive 7 days' notice of any action that will restrict the supply of fuel.
- **When should this plan be invoked –**
 - When DWFRS receives notice that diesel fuel supplies will be adversely affected for longer than 48 hours.
 - **What should the plan achieve?**
 - The preparation of DWFRS for a fuel shortage that will exceed 48 hours.
 - Distribution of fuel from DWFRS static supplies to strategically placed fuel bowsers and between static supplies in the event of deliveries from one of our two suppliers is compromised. This is intended to enable critical response functions to be maintained by DWFRS.

Invoking Business Continuity Arrangements



Roles and Responsibilities

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

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

- Lead Business Continuity Manager
- Head of Democratic Services & Corporate Assurance (or equivalent)
- Incident Response Team Lead
- Administration Support
- Fleet Manager
- 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.

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Head of Democratic Services & Corporate Assurance (or equivalent)

- Providing advice on business continuity
- Ensure the appropriate plans and processes are being used and adopted
- Support the application of the processes and plans
- Ensure that a review is complete after the event to evaluate the effectiveness of the arrangement 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

Fleet Manager

- Provide details of static fuel supplies and vehicle activity
- Record the issue of fuel during the event
- 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

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.

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 the LBCM.

The LBCM 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.

Major Activities

Highlight below are the main activities 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.

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 cannot fail – full availability must be maintained.
The failure of a <u>department</u> to deliver a key function (up to 7 days) requiring the introduction of local department business continuity arrangement	Partial delay of the <u>Service</u> to deliver a critical function (up to 24 hours) requiring the introduction business continuity arrangements.	The failure of the <u>Service</u> 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)
Maintenance of acceptable levels of "Fire Cover" within the service area (including officer resources) due to a lack of road fuel availability	4
Loss of support to critical functions due to a lack of road fuel availability	4
Maintenance of acceptable levels of crewing within the SCC	5
Stores deliveries of fire kit, PPE and other equipment	3

Catastrophic Impact Activities

Activities that cannot be disrupted

1	Maintenance of acceptable levels of "Fire Cover" within the service area (including officer resources) due to a lack of road fuel availability
2	Maintenance of acceptable levels of crewing within the SCC

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	Loss of support to critical functions due to a lack of road fuel availability		x		
2	Stores deliveries of fire kit, PPE and other equipment				x

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	Provision of prevention activities	x	
2	Provision of protection services (other than high risk items)		x

Recovery Plan

Prior to the Event (where warning has been received)

	Activity	Response Measures	Person Responsible
1	Establish a Lead Business Continuity Manager (LBCM)	SDM to nominate a LBCM	SDM
2	Establish a Crisis Management Team (CMT)	LBCM to determine the membership of the CMT appropriate to the event and instigate first meeting	LBCM
3	Review business continuity plans for fuel shortage and associated plans	To gain an overarching understanding of the likely issues and timeline of decisions required	LBCM/CRT

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4	Confirm current fuel stocks in static tanks and bowsers	Request tank dips by station personnel where remote metering is not available	Fleet Manager
5	Place orders with suppliers to maximise available supplies in static tanks. Confirm high frequency replenishment deliveries for the duration of the shortage	Utilise the two supply contracts for this order Confirm re-order arrangements with suppliers for the duration of fuel shortage	Fleet Manager/Fleet Admin
6	Confirm policy of maintaining ¾ full tanks as a minimum in all response vehicles.	Group and Station Managers to brief all Watches/Stations on ensuring that there is no slippage of this protocol All department heads to inform their staff who have supplied vehicles or use pool vehicles to maintain ¾ full tanks wherever possible	CRT
7	Communications promoting vehicle sharing and remote working where possible	Incorporate the messages with the LRF supplied media messages where possible Request staff review all meetings that require travel and rearrange or utilise video conferencing where possible	Media & Communications Manager
8	Identify any vehicles that are not liveried as DWFRS (Lease vehicle etc.) that may need to use priority schemes at public service stations Confirm requirement to apply temporary livery	Apply temporary livery to these vehicles. Fleet to maintain a stock for this purpose	LBCM/Fleet Manager
9	Confirm LRF arrangements (Swindon & Wiltshire and Dorset) for fuel distribution schemes and communicate to staff	LRF Liaison Officers are to distribute any event specific communications links to all roles identified in the roles & responsibilities section of this document They should also confirm that they are all registered with the Resilience Direct site to enable them to gain access to event specific	LBCM

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		information. The LRF will give an access code for event specific documents to the liaison officer, but can only be accessed by someone already registered on the Resilience Direct Site	
10	Confirm availability of fuel bowzers and ancillary equipment	Check maintenance schedule to pre-empt any unavailability of bowzers	Fleet Manager
11	Confirm availability of qualified fuel bowser drivers 2 drivers per day throughout the event.	A mixture of workshops and operational personnel can be used for this purpose Consider weekend provision	CRT/Fleet Manager
12	Identify staff who may be supplied fuel by DWFRS for their own vehicles in the case of severe shortages Confirm the arrangements for recording the supply of fuel to staff and process for the recovery of costs	Provision only to be used where it is essential to maintain critical services i.e. maintenance of crewing in the SCC	LBCM
13	Review the priority fuel card list for accuracy and availability of issue	Check arrangements for distribution and limitations of use	Fleet Manager
14	Review severe weather policy for a possible procedure to taxi SCC staff to and from work in DWFRS 4x4, by officers or white fleet	If SCC staff cannot secure fuel required to commute to work, consider the use of DWFRS resources to ensure the SCC has sufficient crewing	LBCM
15	Review historical fuel use of Red fleet and essential white fleet against the DWFRS degradation plan Confirm average monthly fuel use has not significantly increased	Identify temporary bowser locations to meet the fleet demands and maintain critical functions The four bowzers give a capacity of 2300 Litres per delivery - Appendix A Nominal use for the whole of DWFRS is based on 800 - 1000 Litres per day max. (2012 report to GLG) - Appendix C 42,000 Maximum capacity see Appendix A	LBCM/CRT

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16	Circulate the location of bowsers and arrangements for fuel distribution to all staff	Initial position may be for all DWFRS fleet to use the static supplies if there are shortfalls locally Confirm the security arrangements for the bowsers. i.e. stored inside or behind locked gates to remove temptation of theft	LCBM, Fleet Manager/Media & Communications Manager
17	Business Continuity Management for Fuel Shortages Guidance for Organisations	Review Business Continuity Management for Fuel Shortages Guidance for Organisations document	LBCM/IRT Lead

Daily Review

	Activity	Response Measures	Person Responsible
1	Check fuel available from static supplies, quantity of fuel issued	Supply data that identifies fuel use in both Red and White fleets plus other provisions together with a forecast of how long remaining stocks will last	Fleet Manager
2	Review fuel transportation arrangements from static supplies replenished by DWFRS suppliers to static supplies or bowsers in the Dorset area	Review refuelling needs and plan routes for bowsers	CRT/Fleet Manager
3	Confirm levels of availability of fuel for staff from local garages	This will be as a direct response to critical staff unable to commute to the workplace	CRT
4	Confirm crewing and appliance availability Identify any issues that are fuel related	Gain reports from District managers	LBCM
5	Consider use of white fleet and/or officers to taxi essential staff i.e. SCC control operators to secure critical functions	The provision of critical services may rely the ability of staff to travel to their workplace	LBCM
6	Media Communications internally and externally to reassure the public and staff. Alignment with the LRF media messages	Prepare a media statement and social media feeds plus information for the public on the DW Fire website	Media & Communications Manager
7	Department heads to review their business continuity plans to identify critical activities and roles to perform them	Determine the level of activity that will or can be supported in current situation	Department heads/CRT

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Over 7 days and up to recovery

	Activity	Recovery Measures	Person Responsible
1	Check that fuel supplies to our static tanks will continue to be maintained by our suppliers until the end of the event or until their supplies are exhausted	Based on level of supply the fleet users may be required to minimise use or use for emergencies only	LBCM
2	Review DWFRS activities that impact on the use of fuel and provide a directive for dissemination to staff and partners detailing how this will be implemented	The communication of the decision will need to be provided in formats suitable to all stakeholders Provision of information via social media and the DWFRS website will be required to identify any changes in policy	LBCM/Media & Communications Manager
3	Review actions taken and revoke interim orders to restore business as usual	Communication to staff and partners of DWFRS move towards business as usual	LBCM/Media & Communications Manager

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.

Resources

Prior to event	LBCM, Head of Democratic Services & Corporate Assurance, Media & Communications Manager, Fleet Manager, Incident Response Team Lead, Crisis Management Team, Admin Support
First Hour	2 x Bowser Drivers per day, Fleet Admin, LBCM, Head of Democratic Services & Corporate Assurance, Media & Communications Manager, Fleet Manager, Incident Response Team Lead, Crisis Management Team, Admin Support
24 Hours to 7 Days	Officers or other staff group to get staff to place of work and return, 2 x Bowser Drivers, Fleet Admin, LBCM, Head of Democratic Services & Corporate Assurance, Media & Communications Manager, Fleet Manager, Incident Response Team Lead, Crisis Management Team, Admin Support
+ 7 Days	As above

Vehicles & Equipment

Prior to event	Provision of additional temporary livery for white fleet, officer's response vehicles and lease vehicles All Bowsers and ancillary equipment for testing
4-8 Hours	All Bowsers and ancillary equipment
24 Hours	White Fleet, Officers Vehicles, 4 x 4 vehicles, All Bowsers and ancillary equipment

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48 Hours	White Fleet, Officers Vehicles, 4 x 4 vehicles, All Browsers and ancillary equipment
3-7 Days	White Fleet, Officers Vehicles, 4 x 4 vehicles, All Browsers and ancillary equipment
+ 7 Days	White Fleet, Officers Vehicles, 4 x 4 vehicles, All Browsers and ancillary equipment

ICT	
Prior to event	Provision of Business Continuity plans to senior managers via a synchronised function giving availability on their laptop
Throughout the event	The provision of ICT systems to provide remote working and conferencing capability across the service area
+ 7 Days	As above

Alternative Premises	
Prior to event	Secure storage location for Browsers
During the event	Secure storage location for Browsers

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.

Supporting Plans/Information for Event.

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

Plan/Information	Location
Business Continuity Procedure and Appendices	Hard copy in Control and on Staff Site
APPENDIX A Location of Static fuel tanks and Browsers capacity	Hard copy in Control and on Staff Site
APPENDIX B DWFRS Average weekly fuel used	Hard copy in Control and on Staff Site
APPENDIX C Response to CLG Thursday 29th March 2012	Hard copy in Control and on Staff Site
Additional Documents	
Business Continuity Management for Fuel Shortages Guidance for Organisations	Hard copy in Control and on Staff Site
LRF Resilience Connect site – Code from LRF for event specific documents	LRF Resilience Direct web site
LRF Fuel Emergency documents (Dorset + Swindon & Wiltshire)	Hard copy in Control and on Staff Site

Risks and Impact Areas of this Emergency

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

Impact area	Resources	Environmental	Reputation	Business Continuity	Performance Management	Financial
	x		x	x		x
Impact score	4		4	4		3

Stake Holders - Affected by the event

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

Stake holders	Employees	Community	Suppliers	Partners
Place X in box	x	x	x	x

Elected Members	Users of Services	Neighbouring FRS's	The Media	The Government
x	x	x	x	x

Additional Information

Vital Records

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

Record	Location	Format