SOUTHEND ON SEA BOROUGH COUNCIL

CORPORATE BUSINESS CONTINUITY PLAN 2005

June 2005

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1. INTRODUCTION

1.1 Aims

This document is the Business Continuity Plan for Southend Borough Council. It describes how an emergency incident that threatens to disrupt 'Business as Usual' operation of the Council will be managed. It should be read in conjunction with Business Continuity Plans for each Department of the Council, and the functional Business Continuity Plan for the Information Technology (IT) and Property Services. It may also be read in conjunction with the Southend On Sea Major Response Plan.

The Aim of the Business Continuity Plan is to ensure services and functions of Southend on Sea Borough Council are restrored as quickly as possible,following an incident of any kind that disrupts normal operations.

1.2 Objectives

- To describe the operating framework for Business Continuity
- To establish the priorities for Business Recovery
- To set out Business Continuity roles & responsibilities
- To describe the procedures for notification, invocation and operation during an incident
- To set out a task list for Business Recovery

1.3 Scope

This document considers:

- All mission-critical activities across all departments
- All external suppliers on whom these activities depend
- All resources and all staff involved

2. Mission-Critical Activities

2.1 Emergency Activities

The following services may be required in an emergency. At an early stage in any incident it will be important to assess is any of these will be required as part of the emergency response. If so, it will be necessary to ensure these services are able to operate as soon as possible.

	Response Activity	Where	Who
Incident Reporting & Management	Emergency Control Room		
	Incident Control Centre		
	Incident Management		
	Communications		
	Emergency Planning	Civic Centre	EPO
	Legal Services		
	Emergency finance		
	Emergency procurement		
	Enquiries from the public (call centre)	Civic Centre	
Assessment	Incident Assessment		
	Dangerous Structures		
	Environmental Safety		
Incident Scene Management	Traffic Management		
	Emergency Repairs to Highway		
	Aboricultural maintenance		
	Marshalling (Parking)		
	CCTV		
	Emergency lighting (Streetcare)???		
	Waste Management & Street Cleansing	Cory Environmental	
Care of the Dead	Mortuary		
	Death certificates		
	Crematoria and cemeteries		
Rest Centres	Rest Centre management		
	Rest Centre Catering		
	Provision of Rest Centres		
	Evacuation Transport		
Emergency Accommodation	Emergency Accommodation & Housing needs assessment		
	Housing Advice		
Post Disaster aftercare	Social Services		
	Occupational Health		

(Operation and management of these services is not the responsibility of the Business Continuity Team and is therefore beyond the scope of this plan. Arrangements for operation and management of emergency response activities are documented in the Major Response Plan.)

2.2 Critical Activities

The following services have a recovery time objective of 4 hours or less.

Department	Service/function
Chief Executive	- IT - Call Centre
Chief Executive Legal Services	(Possibly urgent court cases)
CE - OD	
CE – Strategy	- Communications - YOS Duty Service
Education Services	- Child Protection Service - Educational Psychologists(urgent reactive intervention) - The provision of transport to SEN children is critical
Environmental Services	- Highway repairs - Building Control (Dangerous Structures) - Cemeteries and Crematoria Service - Mortuary
Finance Services	- Maintaining Banking Services
Housing Services	- Homelessness - Temporary Allocations - Housing Advice - General repairs and Building Services
Social Services	- Emergency Control Room & Community Alarm Service - Duty social worker service - Meals on Wheels - Domicilliary Care - Step-down residential care - Supported Housing - Nursing care

2.3 High Priority Activities

The following services have a recovery time objective of 24 hours.

Department	Service/Function
CE-Access Services	- Libraries IT - Call Centre (other enquiries) - Customer Service Centres
CE-Legal Services	- The Registry Service - Attending legal hearings
CE – OD	- Electoral services (if approaching an election /completion of electoral roll) - Executive, Representative Management and Scrutiny and overview. - Personnel (especially payroll services if approaching pay day)
CE Strategy	- Youth Offenders Service
Education Services	- looked after children (LAC) - Education Welfare Service - Property and Contracts would need to provide a skeleton service as a high priority.
Finance Services	- payment of Housing benefit - Asylum Seekers Payment - Payment to Suppliers

	- Reception services (and Building maintenance) - Provision of SAP support to service departments - Provision of public access to make payments to the Council.
Housing Services	- Rehousing - Technical and Building Services (urgent appointments)_
Social Services	- Domicilliary / residential services to less vulnerable clients.

2.4 Medium Priority Activities

The following services have a Recovery Time Objective of 72 hours.

Department	Service / Function
CE-Access Services	- Libraries - Museums
CE–Legal Services	- Local Land Charges - Other Registry services
CE-OD	- Complaints management
Education Services	- Special Educational Needs (SEN) - Full Service from Educational Psycologists
Environmental Services	- All waste management activity - Streetlighting - Enforcement: Health & Safety and Commercial Food Groups - Arboricultural maintenance - Leisure Centres
Finance Services	- Debt Collection - Local Taxation - Procurement
Housing Services	- Income Collection - Housing Supply - Finance - Housing Management (except service development) - procurement and project management - Voids and Specialist Works (except domestic appliances) - Design Management and Engineering (non-urgent appointments)
Social Services	- Day Care - Floating support workers.

2.5 Low Priority Activities

All other activities are low priority and have a Recovery Time Objective of 1 week. These are typically support functions, project management and strategy functions.

3. Response Procedures

3.1 Principle Contacts

Position	Principal	Alternate
Business Continuity Team Leader		
Access		
Legal Services	John Williams	
OD		
Education Services		
Environmental Services		
Finance Services		
Housing Services		
Social Services		

3.2 Roles & Responsibilities

3.2.1 Southend Borough Council Business Continuity Team

The purpose of the Southend Business Continuity team is to manage the overall Business Continuity effort in the event of an incident. While the majority of decisions and actions will be taken by managers and teams at department or business unit level, the Southend Business Continuity Team is responsible for:

- Providing corporate leadership and direction to Departmental BCM teams
- Monitoring progress and ensuring Recovery Time Objectives are met
- Acting to adjust Recovery Time Objectives, where circumstances make this necessary (for example, if a particular function is required as part of the response to the incident)
- Prioritising premises, staff and resources.
- Manageing media information (unless the Emergency management Team has been activated).

3.2.2 Business Continuity Team Leader

The Business Continuity Team Leader has the responsibility to:-

- Activate the Southend Borough Council Business Continuity Plan
- Convene the Southend Borough Council Business Continuity team
- Chair meetings
- Provide the strategic direction and leadership

3.2.3 Business Continuity Team Members

Business Continuity Team Members have the responsibility to:

- Represent their Department at the Southend Borough Council Business Continuity Team
- Activate their Department Business Continuity Plan
- Pass appropriate information to their department Business Continuity Team
- Act as the escalation point for business continuity issues that cannot be resolved within the department.

In addition, the following actions may be required and are the specific responsibility of the department/function shown.

Access	*Information technology* - Conduct computer system and telecommunications damage assessment - Activate alternate operating locations (for system recovery) - Recover computer systems and netwotrk environment - Acquire and install replacement desktop computer equipment - Re-establish data network connections to external sites - Implement all telephone response plans (re-routing critical telephone numbers) - Arrange for all alternate site telephone installations - Ensure all system security devices and procedures are in place. *Records Management* - Co-ordinate with information technology to ensure the recovery of the records management system - Co-ordinate with business units in retrieving all off site backup records. - Lead records reclamation and reconstruction efforts.
Legal Services	*Legal* - Manage all required regulatory notifications - Provide legal counsel for response and recovery operations - Review and approve new contracts acquired as a result of the event, before implementation.
OD	*Human Resources* - Account for all personnel - Assist in handling casualties (i.e. identification of victims, family notifications in liaison with the emergency services) - Monitor the condition and location of the injured - Co-ordinate employee communications with corporate communications - Co-ordinate additional or temporary staffing for recovery effort. - Provide counselling services as required - Administer company personnel policies as they apply to response and recovery - File employee compensation claims - Assist employees with incident related benefit administration - Ensure health & Safety regulations are complied with - Complete and submit HSE reports as required.
Strategy	*Corporate communications* - Establish a media briefing centre - Co-ordinate all media communications - Review and approve all statements regarding the incident - Develop both internal and external communications - Instruct employees to direct all media inquiries to corporate communications
Education Services	*Catering* - Provide food services to recovery personnel at the alternate operating locations *Transportation* - Provide local transportation during response and recovery activities as appropriate.

Environmental Services	*Environmental and safety* - Ensure the health and safety of employees and the public (supporting OD as required) - Ensure that response activities to address fire, spills and/or medical emergencies are performed in accordance with regulatory guidelines. - Notify regulatory agencies of the incident as required - Enlist assistance of contractors and agencies to assist in support activities as appropriate.

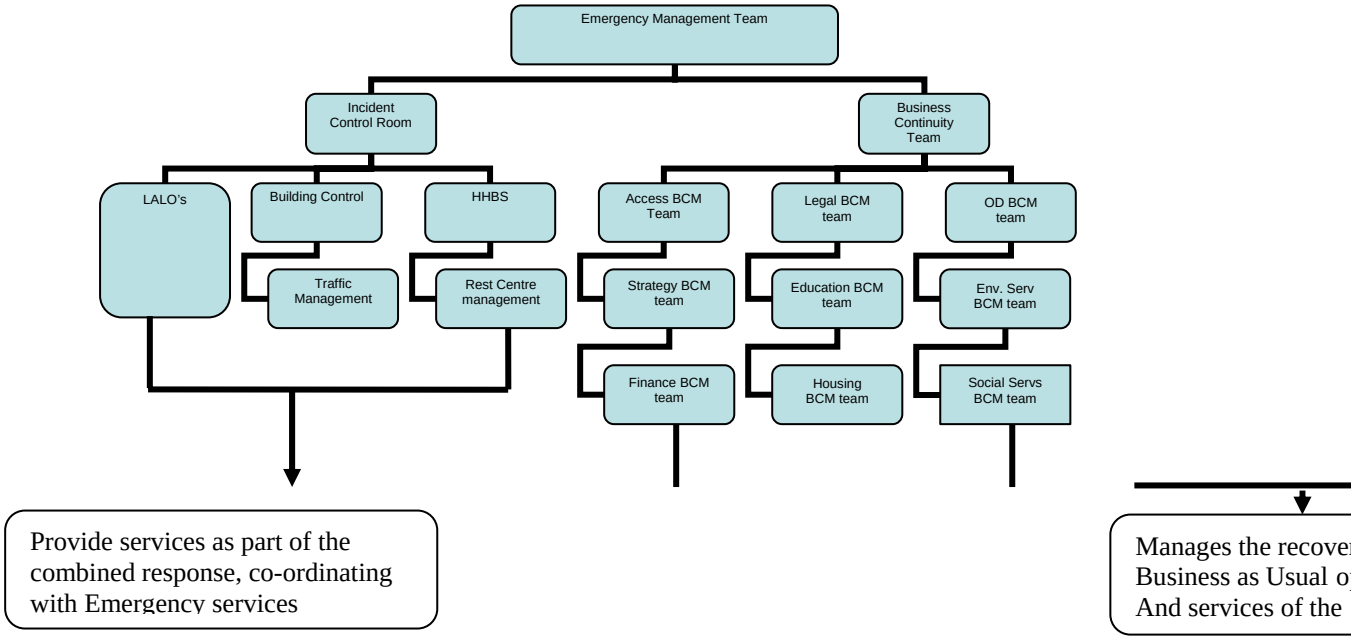
Finance Services	*Audit and Insurance*
	- Consult/provide advice on changes to standard operating procedures to be implemented during the recovery effort.
	- Ensure that the following policies and standards are maintained during the recovery effort:
	  - Financial security and control policies
	  - Anti-fraud policies
	  - Information security standards
	- Provide reports and recommendations to the Southend Business Continuity Team (SBCT) as required.
	- Provide additional resources to other business units during the recovery effort as needed.
	- Co-ordinate with insurance broker on the preparation and filing of all insurance claims
	- Document proof of losses
	- Submit claims and monitor payments
	- Establish a debris management programme.
	Facilities
	- Conduct detailed damage assessment
	- Conduct salvage and restoration activities
	- Acquire replacement office space if necessary
	- Notify tenants of the incident and provide periodic updates regarding the condition of their affected office space
	- Re-establish mail and post room services
	- Re-direct all mail and parcel receipts to alternate operating locations
	- Co-ordinate onsite security for affected facilities and all alternate operating locations
	- Control access to affected facilities
	- Monitor equipment and records being removed from facilities.
	Corporate Procurement Unit
	- Manage all incident related purchasing
	- Acquire office supplies and equipment for affected business units
	- Implement any necessary short-term financial tracking controls using designated cost centres
	Finance
	- Ensure funds are available for recovery
	- Ensure that all recovery expenditures are properly documented
	- Set up a recovery cost centre
	- Estimate the impact of the incident on the Council's financial position
	- Administer a Bellwin Scheme claim

Housing Services	*No corporate responsibility*
Social Services	*No corporate responsibility*

3.3 Organisation

The diagram below shows the MAXIMUM structure for the management of incidents.

- Many incidents affecting only a single department will be managed by that departments BCM Team;
- The Southend Borough Council Business Continuity Team will be mobilised if the incident affects multiple departments, and/or there is a need to co-ordinate across departments;
- Most external emergencies do not require the Emergency Control Room to be set up, but are managed from the 'Forward Control Point' in the vicinity of the incident;
- An emergency control room is only activated in exceptional circumstances, where the severity or complexity of the incident requires co-ordination internally/externally at a senior level;
- The Emergency Response Team is made up of……. This would only be assembled for an incident that threatens to overwhelm the capacity of the authority to cope; requiring liaison and co-ordination with stakeholders at the highest level, and intense media scrutiny.



3.4 Functional Plans

In addition to the Southend Borough Council Buisness Continuity Plan (this document) and the Departmental Business Continuity Plans there are two functional Business Continuity Plans:-

- Central IT Business Continuity Plan
- Premises Business Continuity Plan.

These plans will be used to:-

- Manage IT / premises aspects of an incident under the direction of the Southend Business Continuity team;
- Take overall control of a premises- or IT – related incident, where this is not of sufficient severity to require the Southend Business Continuity Team to be called.

4. Notification, invocation and escalation

4.1 Threat response

The following actions are *possible courses of action* should there be an imminent threat of a major incident or crisis.

- Confirm BCM team members, including an emergency controller, and alternates
- Identify business and information technology recovery team leaders and alternates
- Update all critical internal and external contact lists. Include the following information
  - Home address
  - Home telephone
  - Cellular phone
  - Pager
  - e-mail address

  (It must be remembered that as a living document this information should have been subject to regular review and updating in accordance with the Data Protection Act.)
- Establish a conference bridge. (if available) providing all incident management team members with the conference bridge number and pass code.
- Establish a voice mail box for employees to monitor for status updates
- Determine if you should place third party business continuity and disaster recovery service providers on alert if you are a subscriber
- Ensure that monitoring service vendors (e.g. alarm company) have current contact information
- Develop procedures to account for employees
- Provide employees with threat response procedures, if appropriate (e.g Bomb threat, evacuation)
- Create backup tapes and ship off site.
- Identify a crisis command centre outside of the anticipated impact area
- Top off emergency generators and arrange for additional fuel deliveries
- Acquire battery operated radios with spare batteries.

4.2 Incident detection and preliminary assessment

Any member of staff may potentially be first to become aware of an incident. The following processes indicate where this information might become known, and how it should be handled to ensure the most effective and timely response.

Type of Incident	Civil Emergency	Premises	IT	Operational
Reported to:	Emergency Control Room	Facilities Manager	IT Helpdesk	Line Manager
Preliminary Assessment	Emergency Planning Officer	Head of Facilities Management	Head of IT	Department BCM Officer
Responsible for:	Integrated Emergency management Plan	Premises Emergency Plan	IT Business Continuity Plan	Department Business Continuity Plan

The officer conducting the preliminary assessment should:

- Ensure that the relevant emergency procedures are followed (eg Building evacuation
- Gather as much information as is quickly available without putting any member of staff at risk
- Provide detailed and accurate situation reports.

If, in the opinion of the officer undertaking the preliminary assessment, the incident can be handled within the scope of the plans they are responsible for, the incident will not require activation of the Southend Borough Cusiness Continuity Plan.

The incident will be escalated to the on-call Director if the incident cannot be managed within the scope of departmental/functional plans. The on-call Director will take lead responsibility for the incident, and is designated 'Emergency Controller'.

4.3 Activation of the Southend Borough Council Business Continuity Team

The emergency controller will determine if the Southend Business Continuity Management team should be activated and if necessary:

- Notify Southend Borough Business Continuity management team members
- Provide a description of the event
- Request that they assemble at the Emergency Control Centre (is activated) or at any suitable location or request their participation via a conference call.
- Declar a "Major Incident" upon the recommendation of the Emergency Planning Officer. **Note: This invokes the Integrated Emergency Plan, and also requires other Responders to assist. It is more usually declared by the Emergency services. However there can be a major incident to the Council not affecting the emergency services.**
- The default meeting point for Business Continuity Team Members is Margaret Thatcher House. Alternative locations could be Civic Centre or Queensway House.

4.4 Activation of Departmental Business Continuity Teams.

If the Southend BCP is invoked, the Departmental Business Continuity Officers should:

- Report to the BCM Team at the Emergency Control Centre
- Alert the Departmental Business Continuity Team Co-ordinator
- Ensure Departmental Business Continuity Teams are mobilised (if required)
- Commence the initial notification of staff.

4.5 Evaluate Incident Impact

The Southend Business Continuity Team will, as its initial step:

- Determine if the severity of the impact requires implementation of the Southend Borough Council Business Continuity Plan;
- Identify and assess the context of the incident (this might include the impact on elections, major public events, public inquiries etc)
- Establish, with guidance from the Emergency Planning officer, any priority emergency response capabilities required;
- Determine recovery objectives including:-

  - Priorities

- Recovery Strategies
- Action plans
- Assignments

4.6 Escalation

The following issues may arise, which would require the Emergency Management Team to take control of the incident:

- A situation where there is a serious threat of injury or death to staff and/or the public; or injury or death has occurred;
- A situation where the reputation, or the legal or financial position of Southend Borough Council is in serious jeopardy;
- A situation of such severity that it is beyond the operational capacity of the Council to cope;
- A situation requiring management of critical stakeholders at a senior level.

4.7 Activation of recovery plans.

- Notify recovery team leaders and member (See personnel notification guidelines below)
- Brief Departmental Business Continuity Teams regarding
    - Priorities
    - Strategies
    - Action plans
    - Assignments
    - Reporting and communications procedures
- Declare the emergency to all appropriate third parties.

4.8 Notification of Staff

Responsibility for notification of staff of an incident rests with the individual line managers. Each representative on the Southend Borough Council Business Continuity Team needs to maintain information to allow them to contact their Departmental Business Continuity Team, and to start the cascade of information (in most cases through a telephone tree).

Typically there will be three types of message to cascade:

Stage	Normal Working Hours
Initial Notification (Alert)	Brief details. 'Wait for Instructions'
Instructions	More details – if appropriate, sources of information. Specific Instructions 'Relocate to X and report in'/'Please go home'/ 'Work from home or flexibly today'
All clear	The incident is over. Please work as normal.

Further information needs should be met through:

- Global emails to be sent via Central IT
- News web-pages created by Internal IT Unit.

4.9 Implement Support Procedures

BCM Officers need to enact the support mechanisms to enable recovery of business functions (see 3.2)

4.10 Track Incident Status and Recovery Progress

The Southend Borough Council Business Continuity Team will

- Conduct periodic debriefing sessions with recovery teams to monitor progress and determine problem areas.
- Reallocate and/or provide resources
- Provide reports to the Emergency Management Team (if activated)

5 Resource Analysis

This section analyses the 'resources' used by the Council in the end-to-end operation of its services.

5.1 Stakeholders

This section lists the stakeholders with which the Council has key relationships, and gives guidance on who will communicate with each. The Southend Borough Business Continuity teams responsibility is to manage all communications needs, unless the Emergency Management team has been convened.

Stakeholder type	Organisation or group	Communication method	Responsibility
Clients and service users	The public Businesses/voluntary organisations and their employees	- Media Information - Call centre/CSC's - Point of service delivery notices - Southend website	- Communications - Communications to brief Access services - Service managers Communications and IT
Elected Representatives	Members Local MPs	- Email to all members - Phone calls to selected appropriate members	- Communications - Incident Ciontroller
Other government bodies	Civil Contingencies Committee Govt departments GLA Mayors Office	As required	- Communications or incident controller as required.
Partners	Other public bodies and agencies	- As required	- As required
Suppliers	Contractors Agencies Voluntary Sector	- Email or phone call	Relationship managing business unit.
The media	TV Radio Newspaper	- Press release, press conference, selective briefings etc.	- Communications

5.2 Staff

The Southend Business Continuity Team will:

- Monitor and assess corporate staffing levels
- Take measures to redeploy staff and/or ensure temporary staff can be provided if necessary to meet RTO's
- Ensure all necessary welfare aspects have been considered.

Staffing of individual services remains with Service managers, who will be expected to have arrangements in place and to activate these arrangements as part of their own Business Continuity Plans. The Southend Borough Council Business Continuity team will intervene if and only if a staffing crisis is threatening the ability of a service manager to meet the Recovery Time Objective.

5.3 Premises.

Department	Service/Business Unit	Recovery Plan
Access	1. Call Centre 2. Customer Service Centres 3. Libraries 4. Neighbourhood management 5. IT	1. Go to back-up site 2. Close/relocate to library 3. Close local sites 4. Close local sites, relocate to other offices/site 5. Go to recovery site
Legal Services	1. Corporate Legal Services 2. Registration Service 3 Local Land Charges	1. Flexible working/ Corporate recovery 2 Corporate recovery 3. Corporate recovery
OD	All departments	Corporate recovery
Strategy	All departments	Corporate Recovery
Education	All departments	Go to back-up sites
Environmental Services	All departments	1. Multi-site model 2. Corporate recovery for identified functions
Finance	All departments	Flexible working/corporate recovery
Housing	All departments	1. Multi-site model 2. Corporate recovery for Homelessness Assessment & Housing Advice
Social Services	All departments	Multi-site model but additional analysis needed to identify critical functions ie vulnerable individuals.

- The Southend Borough Business Contuinuity team has responsibility to meet the accommodation needs of those Departments / teams requiring 'Corporate Recovery'. This implies that these departments do not hold sufficient property assets to enable them to relocate.

- Where a Multi-site model exists this means that some or all the functions can be relocated within departments existing property assets.

- Where an event is of such magnitude that those departments not typically requiring Corporate Recovery cannot restore service themselves, the Southend Business Continuity team will also manage these issues.

5.4 Resources/Materials

- Business Units are responsible for ensuring they are adequately supplied with bespoke items.
- Small quantities of exceptional purchasing of commodity items (e.g. stationery) would be undertaken at a manager's discretion (without authorisation limits)

- In the event that bulk supplies of commodities are required, this will be undertaken with the Corporate procurement Unit having lead responsibility.

5.5 Equipment/Tools

- The Southend Business Continuity Team will ensure that standard office equipment is available in Corporate recovery Sites.
- Bespoke/specialist items of equipment are the responsibility of individual Business Units to acquire.

5.6 IT and Communications

- The Southend Business Continuity team will ensure that IT and telephony services are provided.
- Central IT will be undertake all service restoration work (or manage suppliers)
- Southend Business Continuity Team will provide direction on prioritisation of restoration efforts, in line with the Business Continuity Plan.

5.7 Suppliers and Contractors

- Management of supplier relationships does not alter in an emergency, and will remain with the contracting department.

5.8 Documents and Records

- Access to electronic records is the responsibility of Central IT (see 6.6).
- Individual departments are responsible for ensuring that they are able to continue work, should access be denied to paper documents and files.
- The Southend Borough Cusiness Continuity Team will prioritise efforts to gain access to, and salvage material from the scene of an incident.

6 Area Evacuation Plans

The following plans briefly describe how the Council will cope with the need to evacuate several sites in the same area.

In the event of this kind of emergency the following points should be noted.

1. An event of this scale will be controlled by the Southend Borough Business Continuity Team
2. It is not always best to evacuate – for example if there is a threat outside the building, it may be best to shelter in doors etc unless there are purpose built safe areas.
3. The need to evacuate may be:
   - Immediate – for example a fire alarm
   - Imminent – for example a bomb threat where further instructions from the emergency services are expected shortly
   - Slow onset – for example an impending flood.

4. For an immediate evacuation, staff should leave immediately without gathering any personal effects.
5. If a more controlled evacuation is possible, staff and teams should have identified priority items for removal. This will also assist the emergency services if a search of the premises is required. Authority staff can search the premises more effectively.
6. In the tables below:-
   - ‘Home’ indicates the team would be sent home;
   - ‘Skeleton’ indicates a minimum staffing level would maintain the service;
   - ‘Redeploy’ indicates that the staff would be reallocated to work from other equivalent sites;
   - Any building name indicates where the team would relocate to.

6.1 Civic Centre

The Civic Centre area is the most important area of the Council and would have the most significant interruption to ‘Business as Usual’.

1. In the event of a major incident requiring evacuation of the whole area, straff would leave the building according to standard evacuation procedures.
2. Teams would reassemble at:----- depending upon the nature of the incident.
3. Managers will brief their teams on the incident and what is expected of them.
4. Managers should be aware of possible stress and/or trauma that the incident may cause.

5. The table below shows the expected plans for affected teams in the area.
6. Any variation from these plans should be reported to the Southend Business Continuity Team.

Building	Teams	24 hour	72 hour	Evacuation Point	Re-assembly Point
Civic Centre	Members and Democratic Services	Home	Skeleton		
	Central IT				
	Call Centre				
	Personnel				
	Corporate Legal Services				
	Risk Management and Insurance				
	Corporate Procurement				
	Corporate Finance				
	Cashiers				
	Property Services				
Margaret Thatcher House					
Baryta House					
Queensway House					

Awaiting Breakdown in departments and their locations.

Southend-on-Sea
Corporate Business Continuity Plan 2005

June 2005

7 Procedures and Guidelines

7.1 Notification of an Emergency

ALL STAFF SHOULD UNDERSTAND AND BE CONVERSANT WITH THE FOLLOWING PROCEDURE.

This procedure is to be followed on the receipt of information giving details of a civil emergency irrespective of the medium the information is received ie phone, either during office hours by any member of staff or out of office hours by the control duty officer, or by any other means.

1. Record the following information – if known:-
   a) Origin of the information eg callers name organisation and telephone number
   b) The nature and location of the incident
   c) The number of people involved
   d) Damage to property
   e) Assistance required
   f) Location of the Emergency Services Incident Control and Joint Emergency Services Control Centre
   g) Any other information pertinent to the incident

2. Inform the police, if the information came from any other source IF:

   a) There are casualties/injuries
   b) There is damage to property
   c) There is a risk to the public
   d) A crime has been committed.

3. Inform the Emergency Planning Officer or the Emergency Control Centre.

7.2 Personnel notification guidelines

Once recovery has been officially ACTIVATED, use this guidelines to alert personnel.

Important Notice: By using the following instructions, you will not alarm members of a family unnecessarily if the employee is working at the time of the disaster.

Procedure: Place Call. Record status of the call.

1. If contact is made, ask “MAY I SPEAK WITH (Individual)?” and then provide the following information:
   - Brief description of problem
   - Location that the Departmental BCM team are meeting and appropriate contact details
   - Any immediate action required
   - Tell personnel to make no public statement regarding the situation
   - Tell personnel that no calls are to be made to other employees, except those designated to them on the telephone tree. (This should avaoid any premature notification to families of personnel working at the time of the disaster).

2 If not available, ask “WHERE MAY I REACH (individual)?”
- If at any location other then work, get phone number, make call and provide the above information.
- If individual is at work, indicate you will reach that individual at work. (DO NOT DISCUSS THE EMERGENCY SITUATION WITH PERSON ANSWERING THE PHONE).
- Record the time attempted contacts were made.

3 If there is no answer:
- Record the time attempted contacts were made
- Periodically recall until contact is made.

4 If contact information is invalid (i.e. wrong number, phone disconnected etc)
- If person has moved try to get new telephone number and contact the individual
- Notify the person who notified you of incorrect information.

5 On completion of the designated calls, report back to the person notifying you.

6 When you have had confirmation from ALL subsequent links in the Telephone Tree, report back.