**Business Continuity**

**Resilience guidance for your organisation**

|  |  |
| --- | --- |
|  | **To accompany our** [**Business Continuity guide for resilient organisations**](https://www.milton-keynes.gov.uk/sites/default/files/2025-05/MKCC%20BC%20guide%20for%20organisations%202025_0.pdf)**, use the following template to develop your Business Continuity Plan (BCP).** Additional information can be found on our website by visiting the [Business continuity and resilience page](https://www.milton-keynes.gov.uk/business/business-continuity-and-resilience). |

**Introduction**

**A Business Continuity Plan (BCP) helps you to:**

**• Identify risk areas – Business Impact Analysis (BIA)**

**• Prepare and react, to any incident – Incident Management**

**• Maintain delivery of critical activities/services during an incident - Business Continuity**

**• Recover to its pre-incident capabilities – Recovery**

**Contained below are additional appendices you may wish to include when developing the BCP for your organisation.**

**All templates included in this guide are examples and final versions should be specific to your organisation and branded with your own logo and details.**

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**Business Impact Analysis (BIA) – identifying risks**

**During a normal working day, all activities and individuals are important. However, in a critical incident, limited resources may have an impact, especially during recovery. Prioritising time-sensitive tasks is essential – though “first” does not mean “most important”.**

**For example:** daily customer business requirements may need to resume before general staff or utility administration, which in turn may restart ahead of other business activities. Your Business Impact Analysis (BIA) will guide these priorities for inclusion in your Business Continuity Plan (BCP).

Firstly, use the BIA template below to collect essential data on your organisations critical functions, identifying the minimum resources required for recovery – and using the Maximum Acceptable Outage (MAO) and the Recovery Time Objective (RTO). **Establishing these priorities in advance helps prevent disputes and confusion during the incident and will aid recovery.**

**BIA Templates**

It is recommended that this analysis is completed by a small team. It is a good idea to involve the individuals who would convene following a critical incident, this group would be called the **Incident Management Team (IMT).**

The following questions should be answered for each function within your organisation. Once complete, the data will be collated and will determine the priorities for recovery.

**Section 1** – to give an overview of the entire business

**Section 2** – covers each function/process within the business

These templates are designed for all organisations so some sections may not apply – simply leave them blank if this is the case.

**Section 1**

| **Administration and Management** |
| --- |
| Name of organisation |  |
| Address |  |
| Owner/partner/board |  |
| Plan Owner (responsible for administration and approval) |  |
| Deputy Plan Owner |  |
| **Name** of person completing BIA and **date** conducted |  |  |
| Total number of management team |  |
| Total number of administrative staff |  |
|  |
| **Organisation overview** |
| Brief summary of the principal services being delivered or hosted.For example: Business supplying goods or services. On site manufacturing open 364 days. Summer 2 week shutdown for administration staff. |  |

**Resources**

|  |
| --- |
| **Human Resources - People**  |
| **National curriculum years** (Please include numerical totals for each area relevant for your business) |
| **Managers** | **Office Staff** | **Manufacting Staff** | **etc** |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| **Total** |  |  |  |  |  |  |  |
| **Please answer these additional questions in relation to Human Resources:-** |
| What is the minimum number of staff by skill set required  |  |
| Key skills/key personnel (in additional to office skills, e.g. nursing skills, driving licences, foreign languages, etc.) |  |
| Do you maintain a Skills Register for staff? |  |
| Do staff have any specialist needs? (i.e. aids/ wheel chair)  |  |
| Redundancy exposure? Recruitment issues? Potential Industrial Action? |  |
| Do you have staff/next of kin Call Plan? |  |

|  |
| --- |
| **Standard/Specialist Equipment and Key Assets**  |
| **Excluding IT**, which assets and equipment do you use? Following an incident, it is possible that there will be limited resources available to the business – which of your key assets would need to be recovered first?**[Please add in as many additional items as necessary]**  |
| **Equipment and Key Assets**  | **<4 hours** | **1 day** | **3 days** | **1 week** | **2 weeks** | **1 month** | **>1 month** |
| Back office for administration and processing |  |  |  |  |  |  |  |
| Financial Management |  |  |  |  |  |  |  |
| First aid / medical support |  |  |  |  |  |  |  |
| Reception and telephone answering |  |  |  |  |  |  |  |
| Vehicles |  |  |  |  |  |  |  |
| Stationery Equipment |  |  |  |  |  |  |  |
| Specialist Equipment  |  |  |  |  |  |  |  |
| Catering Equipment and facilities (i.e. tables and chairs) |  |  |  |  |  |  |  |
| Personal Protective Equipment |  |  |  |  |  |  |  |
| Others:  |  |  |  |  |  |  |  |

|  |
| --- |
| **Premises Requirements** |
| **[Please add in as many additional items as necessary]**  |
| **Equipment and Key Assets**  | **<4 hours** | **1 day** | **3 days** | **1 week** | **2 weeks** | **1 month** | **>1 month** |
| Air Conditioning |  |  |  |  |  |  |  |
| Heating  |  |  |  |  |  |  |  |
| Security |  |  |  |  |  |  |  |
| Caretaking |  |  |  |  |  |  |  |
| Kitchen |  |  |  |  |  |  |  |
| Administrative Storage |  |  |  |  |  |  |  |
| Other Storage |  |  |  |  |  |  |  |
| Secure Data facilities |  |  |  |  |  |  |  |
| Server Room |  |  |  |  |  |  |  |
| Others: |  |  |  |  |  |  |  |
| Potential issues? **(Is the organisation building in a flood plain, could your neighbours be potentially disrupted, eg petrol station, railway line etc. or could you be disrupted by an issue with them?)** |  |
| Minimum space requirements **(eg no. of rooms, space needed)** |  |

|  |
| --- |
| **ICT** |
| **Which IT systems or applications are most important to your organisation?**  |
| **System/Application**  | **<4 hours** | **1 day** | **3 days** | **1 week** | **2 weeks** | **1 month** | **>1 month** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| Please answer these additional questions about IT  |
| Are work-arounds available? **(eg can systems be temporarily replaced by paper documents)** |  |
| How many staff have remote access to IT systems **(eg via Homeworking/dial-in and what is the maximum capacity)**  |  |
| Are any aspects of core business done via the internet? |  |
| Are key documents available from alternative facilities? |  |
| **If yes to any of the above, please provide further details** |  |

**Section 2**

**Function Analysis**

This section allows you to describe the key functions that your business delivers. It is important to be as thorough here as you can be, listing each function individually – even if they seem obvious.

|  |
| --- |
| **Functions**  |
| **Please describe the individual business functions that you deliver and describe the outcome/end result of the function being delivered.** **(Add additional rows as required)** |
| **Ref** | **Function Name** | **Outcome of function being delivered** | **Priority Rating (to be completed following completion of all Impact of Business Functions sheets (F1-F9)**  |
| Example | ***e.g. Manufacturing***  | ***Making x units monthly*** | 1 |
| F1 |  |  |  |
| F2 |  |  |  |
| F3 |  |  |  |
| F4  |  |  |  |
|  |  |  |  |

|  |
| --- |
| **Impact on Business Functions** |
| **This section asks you to consider the impact of not delivering each of the functions you identified in the Function Analysis. If your business has more than 1 function, complete an additional ‘Impact on Business Functions’ sheet for each function making sure that you record the correct reference number and function name.** |
| **F1:** **[Insert the name of a function as detailed in the Critical Function Analysis e.g. Manufacturing]** | **Threat/Risk Key:**

|  |
| --- |
| Low |
| Medium |
| **High** |

 | **Priority Rating:** In the event of a disruption, which functions need to be prioritised for recovery and which could wait? |
| **Specific Impact of Disruption** | **Impact over time:** highlight where, when and at what severity you consider High impact may occur. You may leave blank any impacts that do not apply to that function. | **Comments/justification:** (where an impact over time has been identified) **Give some further information about why you have decided upon the’ impact over time rating’ that you have assigned.** |
| **<4 hours** | **1** **day** | **3** **days** | **1** **week** | **2** **weeks** | **1** **month** | **>1 month** |
| **Assets** |  |  |  |  |  |  |  |  |
| **Economic and Financial** |  |  |  |  |  |  |  |  |
| **Environmental** |  |  |  |  |  |  |  |  |
| **Health and Safety, Security** |  |  |  |  |  |  |  |  |
| **Growth** |  |  |  |  |  |  |  |  |
| **Information** |  |  |  |  |  |  |  |  |
| **Legal and Regulatory** |  |  |  |  |  |  |  |  |
| **Managerial** |  |  |  |  |  |  |  |  |
| **Partnerships** |  |  |  |  |  |  |  |  |
| **Political** |  |  |  |  |  |  |  |  |
| **Programme/Projects** |  |  |  |  |  |  |  |  |
| **Reputation** |  |  |  |  |  |  |  | ***eg Reputational risk of not providing units for customers***  |
| **Social** |  |  |  |  |  |  |  |  |
| **Technological** |  |  |  |  |  |  |  |  |
| **Complete the MAO and RTO using the same timescales as used in the ‘Impact over time’ above** |
| **Maximum Acceptable Outage (MAO)** is the length of time the organisation can go without operating this function. Consider how long it might be before; reputational damage occurs; physical risks arise to people or property; or financial risks will arise. |  |
| **Recovery Time Object (RTO)** is the realistic time by which you aim to resume this function. This period should be shorter than your Maximum Acceptable Outage (MAO). |  |
| **F2:** **Insert the name of the next function as detailed in the Critical Function Analysis as before and continue this process for each of the functions identified** | **Threat/Risk Key:**

|  |
| --- |
| Low |
| Medium |
| **High** |

 | **Priority Rating:** In the event of a disruption, which functions need to be prioritised for recovery and which could wait? |
| **Specific Impact of Disruption** | **Impact over time:** highlight where, when and at what severity you consider High impact may occur. You may leave blank any impacts that do not apply to that function. | **Comments/justification:** (where an impact over time has been identified) **Give some further information about why you have decided upon the’ impact over time rating’ that you have assigned.** |
| **<4 hours** | **1** **day** | **3** **days** | **1** **week** | **2** **weeks** | **1** **month** | **>1 month** |
| **Assets** |  |  |  |  |  |  |  |  |
| **Economic and Financial** |  |  |  |  |  |  |  |  |
| **Environmental** |  |  |  |  |  |  |  |  |
| **Health, Safety and Security** |  |  |  |  |  |  |  |  |
| **Growth** |  |  |  |  |  |  |  |  |
| **Information** |  |  |  |  |  |  |  |  |
| **Legal and Regulatory** |  |  |  |  |  |  |  |  |
| **Managerial** |  |  |  |  |  |  |  |  |
| **Partnerships** |  |  |  |  |  |  |  |  |
| **Political** |  |  |  |  |  |  |  |  |
| **Programme/Projects** |  |  |  |  |  |  |  |  |
| **Reputation** |  |  |  |  |  |  |  | ***eg Reputational risk of not providing units for customers***  |
| **Social** |  |  |  |  |  |  |  |  |
| **Technological** |  |  |  |  |  |  |  |  |
| **Complete the MAO and RTO using the same timescales as used in the ‘Impact over time’ above** |
| **Maximum Acceptable Outage (MAO)** is the length of time the organisation can go without operating this function. Consider how long it might be before; reputational damage occurs; physical risks arise to people or property; or financial risks will arise. |  |
| **Recovery Time Object (RTO)** is the realistic time by which you aim to resume this function. This period should be shorter than your Maximum Acceptable Outage (MAO). |  |

|  |
| --- |
| **Dependencies/Supply Chain** |
| **Dependencies** Apart from customers, who depends on you? **Interdependencies** What are the touch points with other organisations, external suppliers (e.g. part, utility, or equipment suppliers) – contact details will be detailed in the Business Continuity Plan. **Are there any single source suppliers?** Can alternatives be sourced quickly? Or spread the load? **Are there any partnerships which would have an impact on delivery of service?** What contracts are in place? |
| **Please record the name of the dependency/supplier and the goods/services they provide. Add additional rows as required** | **<4 hours** | **1** **day** | **3** **days** | **1** **week** | **2** **weeks** | **1** **month** | **>1 month** |
| **Internal** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| **External** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
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| --- |
| **Additional Information** |
| **Medical Requirements**Are any medical supplies required (is there a list of requirements, who needs what and when?) **If yes, provide detail** |  |
| **Fuel dependency** Are you dependent upon fuel for vehicles and/or heating etc **If yes, provide detail** |  |
| **Transport**Do any staff or other areas of your business rely on transport or public transport?How many use the facility?**Include relevant details of any transport provider in “Contacts” section of the Business Continuity Plan** |  |
| **Peaks and Deadlines**Are there peaks of activity and specific deadlines (eg end of financial year, holiday periods)? **If yes, include detail and think about mitigations** |  |
| **Single Points of Failure** (e.g. are there any single sources of suppliers, key members of staff?) **If yes, include detail** |  |
| **Near misses** (have there been any near misses?) **If yes, include detail** |  |
| **Recovery Concerns**What aspects of the business would be hard to fully recover **e.g. lost customers, financial loss** |  |

**Business Continuity Plans**

**Think about the functions and services you deliver which have been identified in your BIA. How quickly could these be recovered and how? Add this information to your plan. To aid resilience, a hard copy of the BCP should be kept in a secure location with an additional copy being kept securely off-site.**

**Things to consider**

**People –** staff, contractors, 3rd parties etc. Consider options and minimum numbers of staff required, skills needed and if you could move staff between teams. Could agencies or other sources provide enough suitable staff?

**Premises –** where do you normally work from? Could you work from elsewhere/home? Can the core objectives of the service be met without premises? What would be the short-term arrangements (less than four hours, 1 day, 3 days, longer)? Are customer services provided? Where could you relocate these centrally?

**Resources –**in the resource part of your plan consider anything required such as software access, is it cloud based, do you need specialist equipment, phone lines etc. Could you work offline? Could you access equipment in a different way or from other sources? Think about how quickly access is required and whether recovery within this period is possible. As well as IT Systems think about premises, assets or equipment (any specialist equipment). Could you partner up with a similar local organisation and be supported by them and vice versa?

**Supply chain –** what would you do if key suppliers can’t get a crucial delivery to you or others you support on time or at all? What alternatives are available? How quickly could this be arranged? Wherever possible ask suppliers for their business continuity plans and keep them to hand.

**Communication –** how would you report the incident? How do you report upwards and what do you tell staff? What media arrangements would be made?

**It is recommended that each plan contains, or has attached to it, up-to-date emergency and out of hours contact details for staff** (and critical suppliers, if applicable).

**Business Continuity Plan Template**

|  |  |
| --- | --- |
| **Organisation Address:** |  |
| **Plan Owner [Owner or Manager]:** |  |
| **Plan Maintainers:** |  |
| **Plan Approved by [ie Board or Business Owner]:** |  |
|  |  |
| **Date Approved:** |  |
| **Date of Last Review:** |  |
| **Date of Next Review:** |  |
| **Date of Last Exercise:**  |  |

**[Whenever the contents of the plan are revised or amended, make a note of these changes in order to establish a clear audit trail and version control. Revision to the plan could be prompted as a result of an exercise, an update of contact details or changes to the business, amongst others.]**

|  |  |  |
| --- | --- | --- |
| **Date** | **Revision / Amendment Details and Reason** | **By Whom** |
|  |  |  |
|  |  |  |

**Although staff training is essential, we also recommend that you include the following page after your cover page. This will ensure that anyone unfamiliar with the plan can immediately initiate the correct response**

**IF YOU ARE CURRENTLY DEALING WITH AN INCIDENT AND ARE NOT FAMILIAR WITH THE CONTENTS OF THIS BUSINESS CONTINUITY DOCUMENT PLEASE CONTACT: -**

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ /\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**If you or your organisation are involved in an incident and believe you may be in danger always telephone 999 to request the appropriate emergency assistance.**

**If you are not in danger but may be affected indirectly, you may be advised to GO IN, STAY IN, TUNE IN**

The following people have access to/a copy of the Business Continuity Plan:

|  |  |  |
| --- | --- | --- |
| **Name** | **Role** | **Version**  |
|  |  |  |
|  |  |  |

|  |  |
| --- | --- |
| **Who will invoke our plan?** |  |
| **In what circumstances?** |  |
| **How will they invoke the plan?** |  |

The Plan will be invoked in response to an incident causing disruption to normal business service delivery, particularly the delivery of time critical functions. The following are examples of circumstances triggering activation of this Plan (this is not an exhaustive list):

* Loss of key staff or skills e.g. above normal levels of absenteeism
* Loss of critical systems e.g. IT infrastructure
* Denial of access, or damage to, facilities e.g. loss of a building(s)
* Loss of a key resource e.g. security system
* Supply chain disruption e.g. key supplier
* Media relations e.g. reputational risk

It is recommended that organisations in Milton Keynes have a **Business Continuity Plan** in place that will enable them to manage any interruptions or critical incidents that may have an impact on their business or service delivery.

You may wish to think about setting up an **Incident Management Team (IMT)** to manage things in the event of an incident. Roles can be assigned to each member, and it is recommended that as well as the main team, you think about a secondary one that could take over should the need arise.

The Business Impact Analysis has identified the following activities and functions as time critical. The minimum staff required for recovery has been recorded below. Please describe the alternative arrangements / work arounds that will be put in to place in event of an incident.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Ref** | **Function Name** | **Recovery Time Objective (RTO)** | **Minimum Number of Staff Required** | **Alternate Arrangements for provision of function** |
|  |  |  | **<4 Hours** | **1 Day** | **3 Days** | **1 Week** | **2 Weeks** | **1 Month** | **>1 Month** |  |
| **F1** |  |  |  |  |  |  |  |  |  |  |
| **F2** |  |  |  |  |  |  |  |  |  |  |
| etc |  |  |  |  |  |  |  |  |  |  |

Additional recovery information:

|  |
| --- |
| **People – Shortage or loss of staff** |

|  |  |
| --- | --- |
| **Loss or shortage of staff** |  |
|  |  |
| **Emotional support** | **In the event there is a critical incident you may wish to think about welfare or emotional support for staff or others affected.** |

|  |
| --- |
| **Premises – Denial of Access** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Premises** | **Which business activities/functions are delivered here?** | **Recovery Time Objective (RTO)** | **Alternative arrangements for provision****(Describe alternative arrangements – e.g. is there a business locally whose premises you could use? Is this agreed, how long could you use these premises for?)**  |
|  |  |  |  |
|  |  |  |  |

|  |
| --- |
| **Processes – Loss of IT, assets, equipment** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Name of IT System / Asset / Equipment** | **What is the IT application / asset / equipment used for?** | **Recovery Time Objective (RTO)** | **Alternative arrangements for provision** |
|  |  |  |  |
|  |  |  |  |

|  |
| --- |
| **Providers – Supply Chain Failure** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Name of Provider** | **What does the provider deliver?** | **Recovery Time Objective (RTO)** | **Alternative arrangements for provision** |
|  |  |  |  |
|  |  |  |  |

|  |
| --- |
| **Contacts** |

**Incident Management Team (see Incident Management section for role information)**

|  |  |  |
| --- | --- | --- |
| **Role** | **Nominated Contact** | **Deputy Contact** |
| Incident Management team leader: | Name:Mobile:Home: | Name:Mobile:Home: |
| Incident Management Team log keeper: | Name:Mobile:Home: | Name:Mobile:Home: |
| Incident Management team communicator: | Name:Mobile:Home: | Name:Mobile:Home: |
| Incident Management team member 1: | Name:Mobile:Home: | Name:Mobile:Home: |
| Incident Management team member 2: | Name:Mobile:Home: | Name:Mobile:Home: |
| Building Evacuation Manager | Name:Mobile:Home: | Name:Mobile:Home: |

**Emergency Contacts**

|  |  |  |
| --- | --- | --- |
| **Contacts** | **Name** | **Contact Details** |
|  |  |  |
|  |  |  |
|  |  |  |

**Staff Contacts**

|  |  |  |
| --- | --- | --- |
| **Name** | **Contacts** | **Next of Kin Contacts** |
|  | Home Phone:Mobile Phone:Home Address:E-mail Address: | Name:Contact Number: Relationship: |
|  | Home Phone:Mobile Phone:Home Address:E-mail Address: | Name:Contact Number: Relationship: |

|  |  |  |
| --- | --- | --- |
| **Business Contacts** | **Name** | **Contact Details** |
| **Owner / Partner / Board** |  |  |
|  |  |  |
| **Professional Services (delete if not appropriate)** |  |  |
| Supply Staff Agencies |  |  |
| Grounds Maintenance |  |  |
| Boilers |  |  |
| CCTV |  |  |
| Caterers |  |  |
| Computer Equipment |  |  |
| Insurance Company and Policy Details |  |  |
| Intruder Alarm Company |  |  |
| Lifts |  |  |
| Locksmiths |  |  |
| Security Company |  |  |
| Property Services |  |  |
| Plumber |  |  |
| Building |  |  |
| Decorating |  |  |
| Electrics |  |  |
| Drain Clearing |  |  |
| Mechanical Engineers |  |  |
| **Out of Hours Users** |  |  |
| **[Insert Out of Hours Users]** |  |  |
| **[Insert Out of Hours Users]** |  |  |
| **[Insert Out of Hours Users]** |  |  |

**Call Out Directory – Neighbouring Businesses**

|  |  |  |
| --- | --- | --- |
| **Business Name** | **Telephone (main)** | **Telephone (out of hours)** |
| **[Insert Business and Specific Location]** |  |  |
| **[Insert Business and Specific Location]** |  |  |

**Emergency Services**

|  |  |  |
| --- | --- | --- |
| **Emergency Services** | **Location** | **Telephone** |
| MK Hospital Accident and Emergency | Milton Keynes University HospitalEaglestoneMK6 5LD | 01908 660033 |
| MK Police  | **[insert local police station details]** | **[insert local police station details]** |
| MK Fire and Rescue Service | **[insert local Fire and Rescue Station]** | **[insert local Fire and Rescue Station]** |

**Regulators**

|  |  |  |
| --- | --- | --- |
| **Regulators** | **Location** | **Telephone** |
| Health and Safety Executive (HSE) | WoodlandsManton LaneManton Lane Industrial EstateBedfordMK41 7LW | 0345 300 99230151 922 9235 (Out of Hours) |
| Public Health England (PHE) | Public Health Milton KeynesCivic Offices1 Saxon Gate EastCentral Milton KeynesMK9 3EJ | 01908 254241public.health@milton-keynes.gov.uk ***To contact a public health doctor in an emergency out of hours; in the evenings, at weekends or during bank holidays, please call:* NHS 111** |
| Environment Agency | National Customer Contact CentrePO Box 544RotherhamS60 1BY | General Enquiries - 03708 506506 (Mon – Fri, 8am – 6pm)Environmental Incident - 0800 807060 (24-hour service)Flood line - 0345 988 1188 (24-hour service)Hazardous Waste – 03708 502 858 (Mon – Fri, 8am – 6pm) |

**Utilities**

|  |  |  |
| --- | --- | --- |
| **Utilities** | **Location** | **Telephone** |
| Electric |  |  |
| Gas |  |  |
| Water and Sewerage |  |  |
| Telephone |  |  |

**BCP Glossary / Useful terms**

**Assets –** Growth and development, land, property or infrastructure, repairs and regeneration, buildings.

**Economic and Financial –** budgets, control (financial), costs, charges, penalties, debts, economy, grants (giving and receiving income), value.

**Environmental –** carbon, pollution, energy.

**Growth –** improve services, meet new demands, business generation.

**Health, Safety and Security –** personal safety and protection, fraud (whistle blowing), health and safety compliance.

**Information –** professional advice/opinion, data processing, storage and disposal, knowledge, know-how, skill, freedom of information, marketing, information governance, networking/sharing information, communications.

**Legal and Regulatory –** equalities, insurance, laws and regulations (new and existing), procurement contract, procurement process.

**MAO** - Maximum Acceptable Outage

**Maximum time you could go without this service**

**RTO** – Return to Operation

**Approx. time period you would like services to resume**

**RTC** – Recovery Time Capability

**An IT or other pre-set minimum time it will take for recovery**

**Stand down and handover**

**Don’t forget….**

**You will need to communicate a “stand down” of the invocation of the plan** and continue “business as usual” **ensuring all lessons learned from the incident are logged and your BCP updated accordingly**.

Remember to keep **all** emergency documentation, including handwritten notes. **This will be required for the final incident report and may be required in case of audit or inquiry.**

**Testing the robustness of your plan**

Ensuring that your plan works is essential. Exercising the plan should take place to test the robustness of the plan and so that lessons can be learned. This is usually done by way of an example exercise where scenarios build and your preferred response is outlined. This method has been found to be a good way to identify and strengths or weaknesses within a plan so that it can be modified accordingly.

If you need help or guidance on how to go about this, please contact **businessresilience@milton-keynes.gov.uk**, T: 01908 252213

**Reviewing your plan**

**Put a note in your diary!** BCPs should be reviewed and updated **annually** (sooner if a big change or incident occurs) or following an exercise which identifies changes needed. The annual review period gives you an opportunity to update any changes to your functions or services and to review any staff or supplier details which may have altered during the year.

**Incident Management**

All staff within the business need to understand the **incident management** procedures and should be familiar with their individual role following a major disruption, no matter how small that role may be.

**Incident Management roles**

The Incident Management Team (IMT) has responsibility for:

* Providing direction, leadership, oversight and forward planning in response to, and recovery from, an incident whereby the BCP is invoked;
* Ensuring that the appropriate liaison arrangements are in place with the emergency services and other agencies;
* Ensuring effective internal and external communications are in place and act as a conduit for the transfer of information to staff, customers and suppliers;
* Ensuring that the next appropriate management levels are fully briefed on all actions, needs and areas of concern;
* Managing any media enquiries through the correct channels via your Communications Team

It is recommended that you form a **Team A** and a **Team B** in the event of a emergency 12 hour shift pattern being required to ensure handovers, continuity and rest breaks.

**Team leader:** coordinates the incident, using the IMT agenda as a prompt of actions to be completed

**Team log keeper:** completes the incident log; listing key actions and responses. (This role may require more than one person.)

**Team Communicator(s):** ensures communications are made with emergency services/local authority (if necessary), all relevant internal and external parties, including staff, next of kin, suppliers, media, utilities and customers.

|  |  |  |
| --- | --- | --- |
| **Incident Management Team Roles** | **Nominated Contact** | **Deputy Contact** |
| **IMT Leader** |  |  |
| **IMT Log Keeper** |  |  |
| **IMT Communicator** |  |  |
| **IMT Member** |  |  |
| **IMT Member** |  |  |

**Incident Management templates and checklists**

|  |
| --- |
| **Incident Management Team initial meeting agenda** |

|  |  |
| --- | --- |
| **1** | **Convene the Team (either virtually or face to face)**1. Appoint Chair
2. Appoint Log Keeper
3. Determine if others need to join
4. Confirm the facts – what type of Incident are you dealing with:

Denial of access/disruption to workplace premisesProlonged interruption of utilities/essential suppliesHuman disasters – serious injury or deathNatural disasters (eg extreme weather, flood, earthquake)Terrorist attackPollutionHealth/PandemicCyber attackFinancial crisisOther, please state:1. Call home (if necessary)
2. Notify Milton Keynes City Council (if necessary)
 |
| **2** | **Facility Status**1. Safety – account for all staff, customers, visitors and contractors
2. Notify key staff and send warning messages to put other staff on standby
3. Establish Emergency Services liaison (if required)
 |
| **3** | **PR and Communications**Use holding statement template for guideline of information required. |
| **4** | **Status of IT Infrastructure**Network / ApplicationsPowerTelecoms / Website / Social Media |
| **5** | **Status of External Infrastructure**UtilitiesMedical Supplies (where appropriate)Mail / Courier Services |
| **6** | **Communicate with external business functions**CustomersSuppliersOut of Hours Hirers |
| **7** | **Employee Issues**Staff briefingStaffing arrangements (key skills/ shifts)Payroll / Cash availability |

**Incident Management Checklists**

These are suggested considerations, listed in no particular order and can be adapted for your organisation.

**Immediate (No heroics please, don’t put anyone at risk) **

 When complete

|  |  |
| --- | --- |
| Raise the alarm (call emergency services, if appropriate) |  |
| Activate the Incident Management Team (IMT) by telephone or face to face  |  |
| Refer to plans and IMT Agenda  |  |
| Start log – IMT Log Keeper  |  |
| Collect Grab Bag - **[Insert Location]** |  |
| Account for staff (and customers, if relevant) – See Contacts Section  |  |

**Fire Evacuation Point(s)**

|  |
| --- |
| **[Insert Location]** |

**Golden Hour (Control, contain or limit the damage quickly) **

 When complete

|  |  |
| --- | --- |
| Move to IMT meeting point  |   |
| Use whiteboard and flipcharts as required |   |
| Tune into news, set up briefing times |   |
| Call home, request one family member to contact other friends and family to reduce volume of calls being received (advise of next briefing time) |   |
| Liaise with emergency services/Milton Keynes City Council, if necessary |   |
| Brief staff using template and send non-essential staff home, as appropriate |   |
| Prepare details for holding press statement - use template and provide relevant details to your Communications Team (see Appendices – “Media Statement”) |   |
| Upload hotline and web messages with next briefing time |   |
| Contact insurance company with policy details |  |

**Incident Management Team Meeting Points**

|  |  |  |
| --- | --- | --- |
| **A** | **[Insert Location – on site]** | Number meeting there:  |
| **B** | **[Insert Location – off site]** | Number meeting there:  |

*Map to meeting points:*

**Insert Map(s)**

**First Day (Gain time and plan for the worst) **

 When complete

|  |  |
| --- | --- |
| Put resources on standby (i.e. IT, Telecoms, facilities, HR, PR and communications etc.) |   |
| Call forward where available |   |
| Contact customers and suppliers  |   |
| Casualty assessment |   |
| Staff briefing venue, time and documents |   |
| Activate and invoke responders |   |

**First Night (Pace yourselves – do it in sequence) **

 When complete

|  |  |
| --- | --- |
| Check fatigue, stress and access to drinks/meals  |  |
| Implement shift system  |  |
| Plan to populate alternative site  |  |
| Prepare notification to insurers and loss adjusters  |  |
| Prepare notification to legal and finance teams  |  |
| Prepare notification to Royal Mail and couriers (if new site is an option)  |  |
| Check and increase where appropriate security arrangements |  |

**Next steps and further advice**

It would be good practice to:

* Conduct a number of table top exercises with the senior management team to exercise the procedures against various scenarios
* Rehearse lockdown arrangements with all staff
* Display lockdown drill information in every office alongside information relating to fire drills and on the staff intranet/website

If you have any questions, please contact businessresilience@milton-keynes.gov.uk

Appendices

Other things you may wish to add into your plan: -

**Grab bag checklist**

A Grab Bag contains the resources you may need to manage an incident in its early stages. It is good to have at least two bags – one on-site that is easily accessible, and one kept off-site.

**Be sure to check and update them both regularly.**

|  |  |
| --- | --- |
| Person responsible for our grab bag(s) |  |
| Location of grab bag (s) |  |
| **Documents and Data** |  |
| Business Continuity Plan – including up to date Contacts list |  |
| Maps and Locations (utility mains supply, hazardous areas, secure areas, alternative sites, routes, assembly areas) |  |
| Incident Log Sheets |  |
| Relocation Agreement(s) |  |
| Notebook and pens |  |
| **Finance** |  |
| Petty cash / p card |  |
| Access to banking facilities |  |
| **Personal Protective Equipment** |  |
| Torch and batteries |  |
| First Aid Kit |  |
| **Communications** |  |
| Mobile phone charger(s) |  |
| Radio |  |
| Camera (to record incident and outcome – will assist with potential claims) |  |

**Building Evacuation Manager Information and Briefing Pack**

As the Building Evacuation Manager your duty is to meet the emergency services as they arrive and provide an initial briefing on the location and situation. You will act as the single point of contact between the organisation and Emergency Services.

You should keep a written record of all conversations and pass them onto the organisation’s Incident Management Team as soon as possible.

**Key Questions asked by Emergency Services**

|  |  |
| --- | --- |
| Are persons present in the building? | **This will form a decision to risk committing emergency services resources into the danger to preserve life. Provide the most accurate information available - if you don’t know, say so.** |
| How many, where are they, what are their names, are they injured? | **Be as specific as possible but do not guess or speculate- if you don’t know, say so.** |
| What happened? | **Brief description of the event and what you are doing about it.** |
| Who is in charge? | **Explain you are the official and single representative of the organisation, that you have immediate access to the IMT (Incident Management Team) leader for decisions, that you have Incident Management plans and that you will remain on-site.** |
| What protection systems are there? | **[amend as appropriate for your building] FM200, sprinklers, alarms, PA systems, automatic locks, fume extraction, ventilation systems, risers, fire doors and curtains, stairs and lift shafts, designated shelter in place areas.** |
| Where is everyone going to evacuate to? | **[amend as appropriate for your building] Primary and secondary assembly areas, Emergency Operations Centre (EOC), other reciprocal locations.**  |
| What other information should I know? | **[amend as appropriate for your building]****Contained in the pack or specific to the event.** |
| What are the main building hazards? | **Storage Areas - Chemicals (cleaning materials, paint, aerosols), Car parking, Underground areas, Plant rooms and boilers, Asbestos, construction areas and building hazards (bays, drops, low ceilings, racking, flood areas, contamination****Neighbours - Tenants and sub-tenants, Details of the neighbours if they pose a specific risk****Landlord details and Keyholder details if multi-occupancy, Position of CCTV, or witnesses****Aerial power cables** |

**Lockdown Guidance**

Procedures for the evacuation of a building are, overall, well-known, and well-practiced. It is the intention of this guidance to ensure that a lockdown is treated with the same time and attention. All organisations should consider the need for robust and exercised lockdown procedures.

Lockdown procedures should be seen as a sensible and proportionate response to any external or internal incident which has the potential to pose a threat to the safety of staff and visitors to an organisation.

Lockdown procedures may be activated in response to any number of situations, but some of the more typical might be:

* A reported incident / civil disturbance in the local community (with the potential to pose a risk to staff and visitors)
* An intruder on the site (with the potential to pose a risk to staff and visitors)
* A warning being received regarding a risk locally, of air pollution (smoke plume, gas cloud etc.)
* A major fire in the vicinity of the building
* The proximity of a dangerous dog roaming loose

There are several variables that will dictate exactly how an individual organisation responds to those situations identified, for example:

* Access to bell controls to raise an alarm in an emergency
* Other means of internal communications - messenger, two-way radios, mobile phone, internal e-mail, texts etc.
* Building site plan e.g., the layout of building(s) and their proximity to one another
* Geographical location – urban/rural, presence of secure perimeter fence

It is of great importance that the organisation’s lockdown procedures are familiar to members of the senior management team and staff.

To achieve this, a lockdown drill should be undertaken at least once a year (regular practices will increase their familiarity).

**Lockdown Arrangements**

It is recommended that organisations develop their own unique lockdown procedures. However, here are two examples of a partial and full lockdown for information.

**Example 1: Partial Lockdown**

This may be a result of a reported incident / civil disturbance in the local community with the potential to pose a risk to staff and visitors in the organisation.

Immediate action:

* All outside activity to cease immediately, staff and visitors return to building. (There need to be a means of communicating the alert to staff at break times, as well as staff on visits, etc)
* All staff and visitors remain in building and external doors and windows locked
* Free movement may be permitted within the building dependent upon circumstances

 ‘Partial lockdown’ is a **precautionary measure** but puts the organisation in a state of readiness (whilst retaining a degree of normality) should the situation escalate.

**Example 2: Full Lockdown**

This signifies an **immediate threat** to the organisation and may be an escalation of a partial lockdown.

Immediate action:

* All staff to return to their usual nominated workspace
* Front office staff to ensure that their office(s) are locked, and Police called if necessary.
* External doors locked. Internal office doors locked (where possible). Windows locked, blinds drawn, staff sit quietly out of sight (e.g., under desk or around a corner)
* Staff should be encouraged to set mobile phones to silent to avoid unnecessary attention being drawn to their location. Similarly, lights, equipment and computer monitors should be turned off.
* Each internal office or area should give an attendance report and Staff remain in lockdown until it has been lifted by a senior member of staff / emergency services.

**Nobody should move around the building.**

* If a lockdown occurs whilst a staff are off-site, they should be informed as soon as possible to ensure they do not return to the site whilst the lockdown is in place.
* At any point during the lockdown, an agreed signal, perhaps the fire alarm or a PA system, may sound which is a cue to evacuate the building.

**Examples of discreet communication channels:**

* Where staff have access to an internal e-mail system then they could access their account and await further instruction. In practical terms, staff would need to be familiar with accessing their account through a variety of means e.g., laptop, smartphone, or tablet, and be able to do this discreetly without drawing attention to themselves.
* Where an organisation uses ‘Microsoft Teams’ or similar, then staff could be put into a defined user group.
* Staff lockdown procedures, especially arrangements for communicating with next of kin, should be routinely shared with staff either by newsletter or other electronic means (e.g. staff intranet).

**Emergency Services**

 It is important to keep lines of communication open with Emergency Services as they are best placed to offer advice as a situation unfolds. The site may or may not be cordoned off by Emergency Services depending on the severity of the incident that has triggered the lockdown. Emergency Services will support the decision of the senior staff member with regarding the timing of communication about the event.

In the event of a prolonged lockdown or more severe scenario, Milton Keynes City Council’s [Emergency Planning team](https://www.milton-keynes.gov.uk/emergency-planning) has the capacity to provide humanitarian assistance by establishing a Reception Centre for friends and family outside of the cordoned area.

**Business Interruption Insurance Log**

Check your insurance details to see if it includes Business Interruption cover as this caters for most large scale, critical incidents. If so, any associated costs may be able to be reclaimed.

1. Record all additional expenditure incurred because of a critical incident for your organisation.

2. Send your completed spreadsheet to your insurance company.

(Note: additional costs could include, but not limited to: - overtime payments; temporary employee costs; taxi fares; overnight accommodation; etc.)

|  |  |  |  |
| --- | --- | --- | --- |
| **Date** | **Description** | **Amount** | **Cost Centre to be reimbursed** |
|   |   |   |   |
|   |   |   |   |
|   |   |   |   |
| **Remember: it is also important to involve a loss adjuster as quickly as possible following a major incident, therefore contact with your insurance company should be made as soon as possible to ensure appropriate arrangements are made.** |

**Fuel Disruption**

**General Business Continuity Considerations:**

* Be aware of notifications relating to potential fuel crisis
* Refer to your Business Continuity Plan to identify critical functions that must be maintained
* Identify which resources support those critical services
* Would staff be able to travel? Do they have alternative means of transportation?
* Are non-critical employees able to safely cover those critical roles?
* Consider how a reduction in service could be achieved whilst still delivering the critical services
* Be aware of where your employees live
* Consider car-sharing
* Consider use of communal travel, if appropriate, e.g., taxi people carriers or minibus
* Be aware of other demands on employees (e.g., childcare issues, schools may have to close; staff sickness)
* Can mutual aid (sharing expertise or resources with other organisations) help deliver critical services? Would staff be able to work at other offices, and vice versa?
* Consider keeping a supply of critical specialist equipment – suppliers may struggle to deliver
* Keep details of alternative suppliers should your primary supplier fail

**Hints and Tips to save fuel when driving:**

* Drive smoothly
* Use higher gears
* Keep the windows closed - use your car's internal ventilation system.
* Use cruise control
* Avoid excess idling
* Avoid over-revving
* Avoid high speeds
* Use air-conditioning sparingly
* Avoid rush hour
* Keep a constant speed

**Staff, Suppliers, Customers Briefing Statement**

**Once the facts are confirmed, a briefing to staff should be done as soon as possible** by the most senior person available. It is important to provide accurate and detailed information to counter any rumours.

|  |  |
| --- | --- |
| **Select what is appropriate** | **✓ if relevant** |
| The Facts. What happened (description of the incident, when, where and to whom in accordance with your Communications Team) |  |
| Accounting for missing staff/visitors |  |
| Details of any casualties and the medical and welfare support they are receiving |  |
| What associates may do in terms of cash collections, sending flowers and cards, visiting and contact with casualties and what the corporate arrangements are. |  |
| Death in service issues - funeral arrangements, corporate representation, quiet time, time off, emotional issues, religious rituals, wishes of the family, symbols of remembrance, condolence book, financial/insurance support etc. |  |
| Sickness benefits, healthcare, counselling, family welfare, job security and recuperation for those staff off sick. |  |
| Investigation/inquiry timetable, criminal consequences, personal responsibilities, and cooperation with the authorities |  |
| New preventative measures to prevent re-occurrence |  |
| Use of expenses for increased costs during the disruption to normal processes |  |
| Personal expenses issues (for loss of private car, use of mobile telephones, travel, accommodation, and subsistence |  |
| Discipline and grievance procedure |  |
| Travel arrangements to alternative office/site |  |
| Where to report and when for which tasks by whom |  |
| Welfare support for confidential, optional emotional support, psychological debriefing, counselling, and group activities |  |
| Occupational health considerations. Symptoms, prevention of infections, treatment, cleanliness. |  |
| Health and safety and environmental considerations. Fault reporting, contamination, hazards, routes, access, personal protective equipment. |  |
| Security considerations. Vigilance, information security, regulatory issues, political/economic/social factors, email, and web for personal use |  |
| Media handling reminder (take note of reporter’s details and pass them on to the IMT. Provide your Communications team contact details to refer enquiry to most appropriate spokesman. It is not advised to say ‘No comment’  |  |
| Issue briefing in writing to avoid speculation, interpretation, or uncertainty. |  |
| Next briefing/meeting or helpline update (date, time, place, etc.) |  |

**Incident Log**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Date** | **Time**  | **Originator** | **Occurrence** | **Reported**  | **Action** | **Verified** |
|  |  |  |  | **To** | **When** |  |  |
|   |   |   |   |   |   |   |   |
|   |   |   |   |   |   |   |   |
|   |   |   |   |   |   |   |   |
|   |   |   |   |   |   |   |   |
|   |   |   |   |   |   |   |   |
|   |   |   |   |   |   |   |   |
|   |   |   |   |   |   |   |   |
| **Date** |   | Date occurrence was logged |   |  | **NB: Handover/takeover of log taker to be recorded** |
| **Time** |  | Time occurrence was logged |  |  | **NB: Handover/takeover of incident controller to be recorded** |
| **Originator** |  | Person by name, organisation and contact details that originates the occurrence |  |
| **Reported to** | To whom this was escalated or disseminated |  |  |  |   |
| **Action** |  | Tasks or objectives agreed with measurable results |  |  |  |   |
| **Verified** |   | Independent check to validate the accuracy of the occurrence |  |  |  |   |

**Media Statement**

You may wish to release an initial holding statement to the media.

**What has happened?** Brief description of incident

**Where**  Location (including building name)

**When**  Date and time

**Who - affected** (No names or details unless permission granted by a police press officer)

**Who – supporting** Who oversees the incident?

 Which emergency services / authorities / staff teams are involved?

**More details** Timeframe for more news, if known.

 When / where / from whom will more information be available?

**Your contact details**  (This is just for the use of the communications team)

**Further contact** Agree a timeframe for any planned updates

**If you have been contacted directly by the media, please also take the name, and contact details of the journalist, including which media outlet they are calling from.**

Before a holding statement is issued, if you are asked for details by the media, remember:

* You should direct media to your organisation’s communications contacts (list them in the emergency contact section of your BCP). Never use ‘no comment’ or ‘no cameras,’ but just reiterate that ‘our media relations team are there to answer your questions.’
* If pressed, particularly if you are on the scene, be clear that your priority is the safety of those involved and that the media will be given an update as soon as possible.
* Don’t speculate about what you don’t know, including the cause of the incident.

The exception is if you are asked about an incident as a member of the public rather than as a representative of the organisation. Here, you may give your personal record of events. Bear in mind that if you are in uniform, you will be regarded as a representative of your organisation regardless of how you are answering.

* No attempt should be made to censor the media despite potential justification.
* Journalists might not announce themselves as such. They could be dressed as the public or as doctors / emergency services personnel to gain unauthorised access.

**Reference Documentation**

**Copies of the documents below are held by the following persons or kept in the following locations.**

|  |  |
| --- | --- |
| **Document** | **Location** |
| 1. Health and Safety Policy
 | **[Insert specific location]** |
| 1. Property Handbook including Site Plans
 | **[Insert specific location]** |
| 1. Employer’s Liability Certificate
 | **[Insert specific location]** |
| 1. Emergency Evacuation Procedures
 | **[Insert specific location]** |
| 1. Emergency Closure Procedure
 | **[Insert specific location]** |
| 1. Accident/Incident Reporting
 | **[Insert specific location]** |
| 1. Violent Incident Reporting
 | **[Insert specific location]** |
| 1. Staff Lists
 | **[Insert specific location]** |
| 1. Inventories
 | **[Insert specific location]** |
| 1. Dangerous Chemicals Guide
 | **[Insert specific location]** |
| 1. Telephone Directory/Emergency Contacts
 | **[Insert specific location]** |
| 1. Asbestos Log
 | **[Insert specific location]** |
| 1. Call Log/Chart
 | **[Insert specific location]** |

**Specimen Letter to Staff/Suppliers/Customers Following Incident**

**It is vital to give updates with what is happening at your organisation, even more so in times of an emergency. The below is a specimen letter that you may wish to use and adapt.**

*Dear*

*You will be aware of the recent incident that has affected our organisation. We are currently working hard to ensure that disruption is kept to a minimum. However, as you will appreciate, it will be a while before we are back to normal. For the immediate future we have made the following arrangements, which will come into effect from………………………*

*As from today we will be using ……………………………as the main office:*

*Please note that our contact numbers are …………………………………………………………………*

*You will, no doubt, hear differing information from various sources. Any information not provided by us, or the emergency services directly must be treated with considerable caution. We will provide updated information as frequently as possible via email or a weekly update.*

*Thank you for your support and understanding during what has been a difficult time for us all.*

*Yours sincerely, etc.*

**Suggested First Aid Kit Contents**

**There is no standard list of items that should be included in a first aid kit. Dependent upon the activities taking place at the premises, the following is a suggested guide of the minimum stock of first aid items for those where there is no special risk in the workplace.**

Use this checklist to ensure the first aid kit is replenished appropriately.

|  |  |
| --- | --- |
| Leaflet giving general guidance on first aid, e.g., HSE (Health and Safety Executive) (Health and Safety Executive) leaflet “basic advice on first aid at work” |  |
| 20 x individually wrapped sterile adhesive dressings (assorted sizes) |  |
| 2 x sterile eye pads; |  |
| 4 x individually wrapped triangular bandages: |  |
| 6 x safety pins; |  |
| 6 x medium sized (approx. 12cm x 12cm) individually wrapped sterile unmediated wound dressings; |  |
| 2 x large (approx. 18cm x 18cm) individually wrapped sterile unmediated wound dressings; |  |
| 1 x pair of disposable gloves |  |