

AUDIT AND GOVERNANCE COMMITTEE



Report subject	Emergency planning and business continuity annual report
Meeting date	16 October 2025
Status	Public Report
Executive summary	Emergency planning and business continuity are statutory duties for BCP Council. This annual monitoring report gives an overview of key activity in relation to these duties over the period concerned and provides assurance to Audit and Governance Committee with regard to these statutory duties.
Recommendations	It is RECOMMENDED that Audit and Governance Committee notes: a) The emergency planning and business continuity activity that has taken place during the monitoring period b) The improved resourcing position within the Emergency Planning Team which has enabled the team to refocus on the work programme in support of the organisation c) The background information on the national context for resilience and how this is likely to direct local level activity
Reason for recommendations	It is a statutory requirement for BCP Council to have effective emergency planning and business continuity planning and arrangements in place in accordance with the Civil Contingencies Act 2004 and to therefore ensure it can provide assistance to the communities of the BCP Council area in the event of disruption.

Portfolio Holder(s):	Cllr Andy Martin
Corporate Director	Aidan Dunn, Chief Executive
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Wards	Council-wide
Classification	For update and information

Background

1. This report provides an update on the emergency planning and business continuity arrangements in place across BCP Council and related activity during the period of this annual monitoring report from November 2024 to October 2025. It also provides information about the strategic context of emergency planning which influences and impacts local activity.
2. It is a statutory requirement for BCP Council to have effective emergency planning and business continuity arrangements in place in accordance with the seven duties placed on BCP Council as a category 1 responder under the Civil Contingencies Act 2004 (CCA).
3. As part of the council's statutory duties it has to come together under the multi-agency partnership of the Local Resilience Forum (LRF) to plan, prepare and train for emergencies. The LRF is not a legal entity; it is a partnership comprising the category 1 and category 2 responder organisations that operate within the footprint of Dorset LRF. The Dorset LRF area is coterminous with the Dorset Police boundary.
4. LRF members have to plan together to be able to use their collective resources in the most effective way in the event of an emergency. BCP Council is a constituent, accountable member of the partnership. LRF planning and activity should therefore not be seen as something separate and discrete to BCP Council. The council has a duty to ensure that it is fully engaged in both the development of multi-agency emergency plans and planning and, in the event of an emergency, responding and recovering alongside partner agencies, drawing on the full range of council resources to deliver both aspects.
5. Dorset LRF has a dedicated team funded by LRF partner agencies to facilitate multi-agency planning in line with the requirements of the CCA. This is called the Dorset Civil Contingencies Unit (CCU). The team currently has no legal responsibilities under the CCA. The accountability remains with the category 1 and 2 responder organisations who essentially pay the CCU to assist with delivering these CCA multi-agency planning responsibilities. These responsibilities are set out in the LRF CCU partnership agreement and this is monitored by the LRF Governance Board comprising a representative from each funding partner.
6. Within BCP Council, emergency planning and business continuity are council wide responsibilities with all services having a role to play in planning and preparation and responding when an incident occurs. The council is supported by a small team of resilience professionals.
7. In summary, there are two modes of activity: planning and preparation and response and recovery and these are carried out at two different levels, BCP Council (single agency) and Dorset LRF (multi agency). The BCP Council Emergency Planning and

Resilience Team supports the council in driving resilience work forward in both modes and at both levels and acts as the everyday interface with the LRF partnership.

Resilience Overview and National Update

8. At the time of the last report in October 2024, the findings of two significant public inquiries had been published in the preceding couple of months. These were the:
 - COVID-19 Inquiry Module 1 report published in July which focussed on national level planning and preparation
 - Grenfell Phase 2 report published in September which examined the response of the local authority and Government
9. The Government subsequently provided an initial acknowledgment of the findings of the public inquiries and promised to set out its strategic approach to resilience and a renewed national resilience framework.
10. In July 2025 the [National Resilience Action Plan](#) was issued, replacing the previous Government's National Resilience Framework. The plan has been aligned with the National Security Strategy and the COVID-19 Inquiry Module 1 report.
11. The national resilience plan focusses on three key areas:
 - a. All-hazards approach – to build resilience across the increasingly volatile and varied risks we face
 - b. Whole of society - how the UK Government is taking action to build our national resilience and how it will support the whole of society to build their own resilience
 - c. Supporting vulnerable people – experience has shown that the consequences of emergencies are often disproportionately felt across society. Assessing and planning for people who are vulnerable in different types of emergencies is core to the action plan.
12. New national guidance on identifying and supporting persons who are vulnerable in an emergency was issued in March 2025 and is being considered as part of internal and multi-agency planning.
13. At a local level we are waiting to see how the national resilience action plan will cascade down to LRFs and category 1 responders with corresponding shifts in expectations and the potential for legislative changes. Whilst putting mechanisms in place to help develop community resilience is one of the national resilience standards for LRFs, it is worth noting that there are currently no legal duties in relation to community resilience for category 1 responders set out in the CCA. This is potentially under consideration for the 5-yearly review of the legislation due in 2027. It was considered as part of the last review in 2022 but was not adopted as a change.
14. The Government has, however, recently undertaken a consultation on a change to Regulation 23 of the CCA which currently requires category 1 responders to have regard to the activities of relevant voluntary organisations in their area when preparing for and responding to emergencies. The Grenfell Tower inquiry recommended strengthening partnership working requirements between category 1 responders and voluntary, community and faith (VCF) organisations. The proposal is that, in future, category 1 responders will be required to establish and maintain partnerships with VCF organisations in the area. The emphasis of this change is on preparing for and responding to emergencies rather than developing community resilience, but it demonstrates the intent and the first potential change in legal requirements.
15. A further recommendation from the Grenfell public inquiry is that humanitarian assistance should be recognised as the ninth principle of emergency management (the others being anticipation, preparedness, subsidiarity, direction, information, integration,

cooperation and continuity). Human aspects or humanitarian assistance is 'those activities aimed at addressing the needs of people affected by emergencies; the provision of psychological and social aftercare and support in the short, medium and the long term'. (Eyre et al, 2007). This may include survivors of an incident, the family and friends of survivors and the deceased, those responding to the emergency, and the community living and working in the area affected. It is about ensuring timely, practical support with a sympathetic and understanding approach to enable those affected to recover both practically and psychologically. It is important that the humanitarian assistance response to any incident is considered as early as possible in response and is co-ordinated effectively.

16. Government has accepted this recommendation and has published for consultation a draft National Resilience Standard for Humanitarian Assistance for all LRFs to meet. It sets out basic level compliance and then additional levels of good and leading practice that LRFs will, in future, be judged against. Local authorities are the lead organisations for humanitarian assistance planning and co-ordination and BCP Council will have an important role in delivering against this. This new, draft standard is being reviewed by the Dorset LRF Human Aspects Working Group which is chaired by BCP Council Emergency Planning. As set out in last year's report, it has been agreed in principle to introduce the Human Aspects Lead Officer (HALO) role undertaken by a senior officer in the local authority to co-ordinate the multi-agency human aspects response from the start of the response and into the recovery. Adoption of the HALO model was also a recommendation from the Grenfell public inquiry.

BCP Council Resilience Update

17. Following successful recruitment in the summer of 2024, the Emergency Planning Team has now been at full complement (four team members) for a year. There is therefore a much-improved resourcing picture compared to last year's report to committee. This has enabled the team to start getting back on track with work that had had to be delayed and to provide greater support to services.
18. Whole of society resilience has been embedded into the National Resilience Action Plan and was also a core component of the previous National Resilience Framework. Last year BCP Council approved a new part-time role dedicated to community resilience and the Community Resilience Officer has been in post since March this year. The post sits within Communities but works in close conjunction with the Emergency Planning Team.
19. As part of this work, two awareness sessions on community resilience for councillors are being held, the first one at 5 p.m. on 21 October and a second one planned for November with the date to be confirmed. Elected members have a crucial role to play in supporting the development of community resilience and this awareness session is to raise awareness and start engagement with councillors.
20. BCP Council has been granted £30,000 by Dorset LRF through this year's national LRF capacity funding allocation to be used to deliver against community resilience objectives. BCP Council's community resilience objectives are:
 - Priority 1: Community resilience in known high risk/vulnerable areas e.g. flood warning areas, areas prone to wildfire, areas previously subject to significant power outages following storms
 - Priority 2: Improved community resilience across BCP - looking at community emergency response plans for Parish and Town Councils, community networks, community led 'emergency contact hubs', role of councillors in community resilience
21. Some of last year's LRF funding was used to purchase a number of heavy-duty power banks with solar panels that could be delivered to communities in a power

outage such as Storm Eunice in March 2022 where a small number of roads in a more remote part of Hurn were without power for 5-6 days. BCP Council has been allocated four power banks which are now held at the Civic Centre and can be deployed as part of our emergency response if and when this capability is required.

22. At a BCP Council level both tiers of the resilience governance structure, the Resilience Board and the Resilience Forum, which look to monitor and embed resilience across the organisation have continued to meet. The Resilience Board maintains a risk register of cross-cutting risks related to resilience that it monitors. A copy of the Board risk register overview can be found at Appendix A. Many of the items discussed in this report are reflected on the Board risk register.
23. The Board recently had a presentation from the Environment Agency in conjunction with BCP Council Flood and Coastal Erosion Risk Management (FCERM) to look at the strategic flood risk across BCP Council and what this means in the longer term. It highlighted the national shift towards becoming flood resilient rather than purely building lots of new defences. This echoes the national focus of whole of society resilience and the need for all our communities to adapt to the increased risk of river, coastal and surface water flooding that can impact everyone's daily lives. The EA is soon to embark on public engagement regarding the Lower Stour flood risk strategy and is keen to work with relevant council departments on the best way to engage with a range of communities that may be affected.
24. A new corporate-wide BCP Council Security Group has been established, chaired by the Chief Operations Officer as a first step to embedding a security culture across the organisation. BCP Council has a disparate range of duties and requirements under the broad heading of security. These include three of the four pillars that sit under the national counter terrorism strategy ([CONTEST 2023](#)); Protect, Prepare and Prevent. Pursue, the fourth pillar, is undertaken by national and local counter terrorism police. These sit alongside the council's wider duties to staff and public for the four areas of public, personnel, cyber and physical security (buildings and public realm spaces). Different areas of the council are involved and responsible for delivering against these various aspects of security.
25. The inaugural meeting of the group took place in early September, and the group will meet quarterly and report to the BCP Council Resilience Board. Its objectives, as set out in the group's terms of reference, are:
 - To provide a strategic forum for corporate oversight and co-ordination of all security-related matters across BCP Council to ensure an effective joined-up approach, communication channels and pan-organisational awareness.
 - To have a single point of contact for BCP Council for security matters at an executive level supported by nominated lead officers for the three CONTEST pillars.
 - To receive updates on any security-related issues that have occurred during the quarter and to consider BCP Council learning and any corporate actions required to address these.
26. The BCP Council power outage working group supported by the council's Project and Programme Management Team has met three times over the past few months and four workstreams have been established. These are:
 - a. Command and control
 - b. Warning and informing
 - c. People
 - d. Infrastructure

27. A council response protocol for a power outage is being drafted for November which will give basic response information with more development work to follow in the new year. This is a complex piece of work as it seeks to tackle issues such as how do you respond to an emergency with a prolonged loss of communications, power and infrastructure that we take for granted. The work will not only be useful to help manage the response to such an extreme risk but will help to enhance BCP Council's resilience and its wider emergency response capabilities in the round.
28. BCP Council has been looking to address the recommendations arising from the Grenfell public inquiry. One of the recommendations emphasised *'the need for the staff of local authorities to treat resilience and preparedness for emergencies as an essential part of their responsibilities'*. As a result of this, a standard clause in relation to emergency response is being added to all new BCP Council contracts being issued under Pay and Reward.

Emergency Response

29. The two most significant emergency responses during the monitoring period have been in response to storms Bert (November 2024) and Eowyn (January 2025). Storm Bert saw flooding on the Lower Stour and resulted in the proactive evacuation of residents of Iford Bridge by multi-agency partners and ultimately a number of rescues of residents who decided to remain in situ and had to be taken out by boat due to surrounding flood water. BCP Council mobilised staff from Adult Social Care, Housing, FCERM and Private Sector Housing Enforcement to Iford Bridge in support of residents. The response lasted several days and presented a number of challenges. Storm Eowyn looked to be a repeat of Storm Bert but in the end the water did not quite reach the same levels. Residents were again encouraged to evacuate to avoid the risk of flooding.
30. A full debrief took place for both incidents and a debrief report was produced and presented at the Resilience Board. There were a number of learning points with a range of recommendations including the production of a site-specific flood response plan for Iford Home Park and further work to look at staffing capacity and health and safety and welfare of responding staff.
31. Iford Bridge Home Park site is licensed by BCP Council and the council has now prosecuted the home park site owner three times for non-compliance with the conditions of its site licence, some of them related to flood resilience. This has not, however, as yet resolved the issue and the council continues to look at how this can best be addressed.
32. BCP Council responded to the significant fire and evacuation at the Gainsborough care home in Swanage. Whilst not located within the BCP Council area, BCP residents were living in the care home and were affected by the incident. BCP Council staff were mobilised to the incident to ensure an appropriate response.
33. There have been a significant number of wildfires over the monitoring period and these started quite early in the year in March. A reasonable proportion of these were classed as deliberate. Based on recent years, the wildfire season is extending and starting earlier. None of the fires in the BCP Council area reached major incident status but did require significant assets to extinguish them. The Holt Health fire near Wimborne was declared a major incident due to its severity and the mobilisation of national assets and fire and rescue services from all over the country to tackle it.
34. There were a number of avian flu cases in both the captive and the wild bird population in May and June and a 3km monitoring zone was put in place around the Hurn by the Animal and Health Plant Agency (APHA), supported by the BCP Council Animal Health. The Countryside Team dealt with the cases in the wild bird population. Comms and Public Health were also involved. The Emergency Planning Team facilitated a learning event after the incidents to assist with identifying learning. Issues

at the time were access to PPE and fit testing for FFP3 masks as well as a lack of national clarity on who leads on cases in the wild bird population as APHA do not. This has been escalated to a national level for clarity to feed into the update of the Dorset LRF animal disease response plan (see emergency planning update below).

Emergency Planning Update

35. One of the seven duties as a category 1 responder is to warn and inform the public before, during and after an emergency. Each individual agency has this responsibility, but there is also a requirement to do so on a multi-agency basis with a co-ordinated approach. With various organisational changes across the Dorset and wider area, the LRF warning and informing group that met to undertake planning work collectively lost its chair and ceased to meet. Warning and informing had been flagged up as a gap through the LRF capability risk reviews. The Director of Marketing, Communications and Policy for BCP Council has taken on strategic leadership for warning and informing and has relaunched this group on behalf of the LRF. A strategic level warning and informing group has met twice over the past few months, has produced a warning and informing strategy setting out the approach to warning and informing, and is in the process of completely rewriting the out-of-date warning and informing plan. This draws on collective experience and learning, both positive and negative, of the past few years responding to incidents such as COVID, wildfires, flooding, evacuations and protests.
36. A Duty LALO scheme and weekly rota was launched at the start of September. The LALO, Local Authority Liaison Officer, is an officer deployed to the scene of an incident to act as the council's eyes and ears and to feed back useful information to help the council manage its response. Until now this has been done on an ad hoc basis. It has taken some time to get to this point as those on the rota have been drawn from staff volunteering to take on this specialist emergency response role on top of their day jobs. The rota works on a weekly basis with an officer on call as part of a paid rota 24/7. The next step is to implement a similar rota for Duty Loggist, but previous attempts to secure volunteers have to date failed. Work is ongoing with the Business Support Team to find a way forward.
37. Local authorities are deemed to be the lead planner and co-ordinator of human aspects planning and response along with the lead agency for recovery. The human aspects area of work and the associated plans have been identified as a gap across Dorset LRF and been highlighted on the LRF business risk register. An LRF funded Human Aspects Co-ordinator was recruited into the BCP Council Emergency Planning Team from May 2024 to April 2025. No further funding was available to continue the post into this financial year and therefore the work has fallen back to the BCP Council Emergency Planning Team to lead the Dorset LRF Humanitarian Assistance Working Group and continue to drive this important area of work forward rather than having a dedicated resource.
38. A key role of the local authority is to provide emergency shelter and support to those who may be evacuated from their homes as a result of an emergency. This is done through the provision of rest centres. The BCP Council Supporting People in Emergencies: Rest Centre Plan setting out how the council will go about doing this including appropriate venues that could be used has been produced and been signed off by the Resilience Board. A training programme for staff has been developed to aid the role out of this plan. The Emergency Planning Team are running 5 separate sessions and at the end of this about 100 staff from Adult Social Care, Children's, Housing and Communities will have been trained.
39. An Iford Bridge Home Park flood response plan has been produced following the learning and recommendations from Storm Bert. The plan was developed in conjunction with a range of services, has been through a consultation and been approved by the Resilience Board. The wider BCP Council flood response plan is

currently out for consultation with services. This plan again draws on learning from last winter's storms and flooding.

40. In terms of other plans, BCP Council has contributed to the review and refresh of the following LRF response plans:
 - a. Coastal pollution
 - b. Rockfalls and landslides
 - c. Excess deaths
 - d. Loss of utility – potable water
 - e. Animal disease
 - f. Major accident hazard pipeline (MAHP)
 - g. Off-site emergency plan for Alderney 8 Reservoir (BCP Council lead responsibility)
41. As part of the ongoing humanitarian assistance work, a Dorset multi agency reception centre framework document has been out for consultation along with a draft LRF psychosocial plan. BCP Council has been instrumental in driving this work forward. Further work is required to develop detailed plans for areas of response such as survivor reception centres and friends and family reception centres. These will be drawn on in planning for significant response operations and exercises coming up later this year.
42. BCP Council is participating in Exercise Pegasus, the national pandemic flu exercise taking place in three phases in September, October and November with Government playing at the end of one week and local play taking place at the start of the next week. LRFs have been asked to work through a workbook of questions and issues based on the decision taken by Government the week before. Dorset LRF is using the opportunity to sense check its draft LRF and Local Health Resilience Partnership (LHRP) communicable disease and pandemic response plans and identify any gaps.
43. BCP Council will also be playing a significant role in a 2-day multi-agency live play exercise taking place in the BCP Council area in the new year. This will provide the council with an opportunity to look at its own and multi-agency humanitarian assistance plans and processes and put these to the test as well as giving staff a chance to rehearse their roles. There is a lot of preparatory work required to deliver this as there are currently gaps in some of the LRF humanitarian assistance planning as referenced above.

Business Continuity Update

44. Business continuity is a complementary duty to emergency planning in that it is inward facing, looking at how the council responds to an internal disruption to its everyday running. It is ultimately designed to ensure that the council can still continue to deliver critical services and support its communities, even in the event of an emergency.
45. All services were required to undertake a test of their cascade arrangements to staff using the Microsoft Office 365 portal as part of this as its use is built into business continuity plans. This was so that staff had the opportunity to try this out on non-corporate devices and understand how they could access it and what it would and would not allow them to do. The test was generally considered to be a success with useful learning for services.
46. All services are also required to undertake an annual review of their service business impact assessment and service level continuity plan to ensure these are up to date. Progress against this is reported to the Resilience Board. Within this planning, services

are asked to consider a loss of electricity and this is being used to inform some of the activity of the BCP Council power outage working group.

47. The South West Regional Cyber Crime Unit (RCCU) been invited to deliver an exercise to test the council's cyber response plan and related business continuity arrangements on 9th December. This is an important activity as the risk of experiencing and having to recover from some form of cyber incident is ever growing.

Summary of financial implications

48. There are no direct financial implications of this report. The council's Emergency Planning and Resilience Team has an operating budget of £336,700 for 2025/26. This budget provides the funding for 4 staff as well as standby and call out payments for the 24/7/365 pool of Emergency Planning Duty Officers (Bronze) and the other specialist emergency response roles discussed in paragraph 19. Gold and Silver duty holders are not paid to be on call or if called out, this having been evaluated within the pay and grading of their core roles. There is also a £72,900 budget for the council's contribution to the Dorset CCU as described in paragraph 4.

Summary of legal implications

49. Failure to have in place effective emergency planning or business continuity planning and arrangements may result in the council not meeting its statutory requirements under the Civil Contingencies Act.

Summary of human resources implications

50. There are no direct human resources implications from this report.

Summary of sustainability impact

51. There is no direct sustainability impact from this report. However, it should be noted that the frequency of emergencies related to severe weather, be it extreme heat, drought, wildfires, storms or flooding, is likely to increase over coming years as a result of climate change. Having seen the range of extreme and intense weather-related incidents experienced across the country and around the globe this year, the council needs to ensure it is well prepared to respond to the consequences of these through its emergency planning and preparedness alongside any mitigation and adaption measures through its climate change programme.

Summary of public health implications

52. There are no direct public health implications from this report. Having emergency and business continuity plans in place in line with the council's statutory duties means that it will be better placed to respond to public health emergencies or public health consequences of incidents as and when they occur.

Summary of equality implications

53. There are no direct equality implications from this report. include the impact assessment summary taken from either of the above documents with a link to full documents or attach as appropriate OR

Summary of risk assessment

54. Failure to have in place effective emergency planning and business continuity arrangements could result in the council not being able to effectively respond to an emergency affecting Bournemouth, Christchurch and Poole or not being able to deliver critical services in the event of disruption.
55. As resource becomes more stretched across the council, the engagement from services in the planning side of emergency planning and business continuity becomes increasingly pressured. Resilience activity is often seen as an 'add on' to the day job rather than being seen as part of it and this intensifies when services are under significant pressure. This means that it is harder to progress work and that the timeframes for completing work are becoming longer. This can lead to gaps in plans and capability. It also means that staff often do not engage in or withdraw at the last minute from training and exercising although this is part of the organisation's legal responsibilities under the CCA.

Background papers

None

Appendices

Appendix A – BCP Council Resilience Board Risk Register Overview

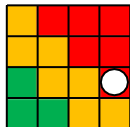
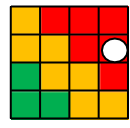
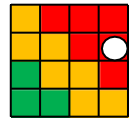
Appendix A

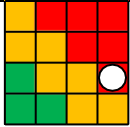
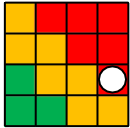
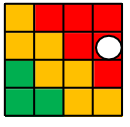
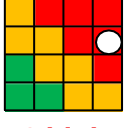


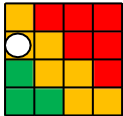
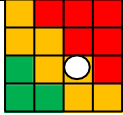
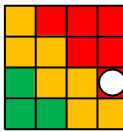
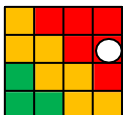
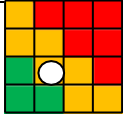
Resilience Board Risk Register Overview

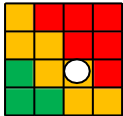
Overall responsible officer – Aidan Dunn, Chief Executive

Cabinet Member for Emergency Planning and Response – Cllr Andy Martin

Risk Ref	Risk Title	Current Score	Risk Strategy	Risk Owner	Risk Status
RGB1	Failure to adequately respond to an incident involving the activation of the corporate emergency plan (de-escalated from the Corporate Risk Register to this Board risk register)	 8 high	Treat	Aidan Dunn, Chief Executive	Active risk 
RGB2	Failure to provide adequate services as a result of an incident requiring a business continuity response (de-escalated from the Corporate Risk Register to this Board risk register)	 12 high	Treat	Aidan Dunn, Chief Executive	Active risk 
RGB3	A lack of resource (financial and staffing) leads to an inability to undertake an appropriate all hazards approach to planning across the organisation	 12 high	Treat	Aidan Dunn, Chief Executive	Active Risk 
RGB4	A lack of suitability trained or experienced staff are available for incident response. This includes		Treat	Sarah Deane, Director of People	Active risk

Risk Ref	Risk Title	Current Score	Risk Strategy	Risk Owner	Risk Status
	staff with up-to-date professional development in response including specialist emergency response roles such as Golds, Silvers, Duty Officers and LALOs but also staff who could be pulled in to support the emergency response.	 8 high		and Culture	↔
RGB5	Lack of a properly resourced and equipped resilient incident co-ordination centre (partly due to a lack of a resilient building from which to continue operations)	 12 high	Treat	Matti Raudsepp, Director of Customer and Property Operations	Active risk ↓
RGB6	Lack of resilient telecommunications	 8 high	Treat	Sarah Chamberlain, Director of IT and Programmes	Active risk ↔
RGB8	Inability to collate vulnerable people and establishment data and map it in a timely fashion to support incident response	 12 high	Treat	Director Wellbeing	Active risk ↔
RGB9	Inability to deliver an effective humanitarian assistance response including the set up and running of rest centres, survivors' reception centres and humanitarian assistance centres and lead the wider multi-agency humanitarian response.	 12 high	Treat	Director Wellbeing	Active risk ↔

Risk Ref	Risk Title	Current Score	Risk Strategy	Risk Owner	Risk Status
RGB10	Lack of a co-ordinated approach to increasing community or whole of society resilience across the BCP Council area.	 3 medium	Treat	Kelly Deane, Director of Housing and Public Protection/Rob Carroll, Director of Public Health and Communities	Active risk 
RGB11	Inability to implement the requirements of the National Emergency Plan for Fuel or deliver critical services in a fuel disruption.	 6 medium	Treat	Betty Butlin, Director Adult Social Care	Active risk 
RGB12	Inability to deliver an effective emergency response in the event of a national power outage	 8 high	Treat	Isla Reynolds, Director of Marketing, Comms & Policy	Active risk 
RGB13	Lack of a corporate training and exercising programme for emergency planning and business continuity	 12 high	Treat	Adam Richens, Director of Finance	Active risk 
RGB14	Failure of the corporate resilience governance arrangements	 4 medium	Treat	Aidan Dunn, Chief Executive	Active Risk 

Risk Ref	Risk Title	Current Score	Risk Strategy	Risk Owner	Risk Status
RGB15	Lack of clarity of the role of councillors in emergency planning and response	 6 medium	Treat	Robin Watson, Director Law and Governance	New Risk

