

Cliftonville House Power Failure Lessons Learned

Incident Date – 1st December 2009

Emergency/Business Continuity Planning

No.	Learning point	Action to address	Action owner	Estimated action completion dated
1	Emergency pager system worked. Some previous concerns that pager system may not be fully reliable. There have been problems with it in the past and there is an underlying worry about the reliability of the system working.	Review most effective way of establishing emergency contact.	TH	March 2010
2	Expectations need managing around what an Emergency Plan responder does when on call.	Recirculate existing guidance. Include in review.	TH	January 2010 March 2010
3	A situation report would have been very useful at the first emergency meeting following the incident.	Include in Corporate Continuity Plan.	SM	April 2010
4	Need to think about emergencies that last over 24 hours, in terms of those dealing with the incident, rota systems in place.	Include in Corporate Continuity Plan.	SM	April 2010
5	Make sure the critical function list is readily available. Intranet?	Request to upload on to intranet.	SM	March 2010
6	Critical function list proved useful in terms of quick assessment of impact on services and focus for emergency meetings.	No further action required.	-	-
7	Standard agenda for first emergency meeting would be handy.	Include in Corporate Continuity Plan	SM	April 2010
8	Emergency Management Team was convened quickly.	No further action required.	-	-

9	The thinking that had been done in developing continuity plans meant that service areas already had in mind what needed to be done.	No further action required.	-	-
10	Definite need for a revised Corporate Continuity Plan to bring together the overarching information not service specific.	Corporate Continuity Plan currently being drafted.	SM	April 2010
11	Need to understand the role of the Emergency Planning Team in this type of incident.	Discuss with EP colleagues and SM; any EP requirements included in plans	TH	March 2010
12	Continuity plan holders must keep a copy of their plans off-site.	Reiterate to Heads of Service and plan holders.	SM	March 2010
13	Need for alternative staff relocation plans/arrangements if entire buildings are evacuated. Perhaps arrangements should be made for Guildhall staff to assemble at Royal and Derngate. Procedure needed for all buildings including Westbridge.	Include in Corporate Continuity Plan	SM/CK	April 2010

Facilities

No.	Learning point	Action to address	Action owner	Estimated action completion dated
14	Need a process to ensure nobody stays in the building after alarm activated.	Caretaker does a sweep of building. Included in fire evacuation procedure.	CK	-
15	Caretaker knew exactly what to do.	No further action required.	-	-
16	Tea and coffee provided for all staff relocated to Great Hall.	No further action required.	-	-
17	E-On responded quickly.	No further action required.	-	-
18	Electricians on site very quickly.	No further action required.	-	-
19	Process needed on how to contact maintenance staff i.e. electrical problems	Process in place, contact via Gatehouse. May need wider communication.	CA	April 2010
20	As the incident occurred as staff were turning up for work, no register or assembly point in this circumstance and therefore no record of attendance.	Include in Corporate Continuity Plan	CK	April 2010

21	No arrangements put in place for transporting disabled staff to Guildhall.	Transported in private cars. Options to be investigated.	CK	April 2010
22	Arrangements for tannoy system when power out.	Looking into alternative.	CK	April 2010
23	Procedure for allowing staff safely back into a building to collect items to enable them to work in this type of emergency.	Advice would be taken from the Fire Department. No further action required.	CK	-
24	Power back on and building up and running by 5pm the same day.	No further action required.	-	
25	Security alarms go off when power off.	Arrange extra security guards and mobile patrols, inform police.	CK	-
26	Need to look at what we put on door notices in future events.	Facilities Management to look at additional signage.	CK	April 2010
27	No alarm activated when burning smell noticed following day.	Use Fire Marshall Training to reiterate message.	Health and Safety	May 2010
28	Could have made better use of fire marshals at Cliftonville in terms of organising people, manning the doors etc.	Fire marshals were used for Evacuation. Depends on time and type of incident.	CK	-

Staff

No.	Learning point	Action to address	Action owner	Estimated action completion dated
29	Corporately there should be a procedure of holding staff details. Team Leaders were taking down phone numbers of staff who were going home.	Because telephone system was down, it may be worth exploring having phone numbers on a phone pad. Looking into back up for telephone directory.	PB	June 2010
30	Staff relocation and communication did work very well but a procedure needs to be written down. Feedback that communication was excellent from staff but clear message was needed to go out to all staff.	Need a procedure for communicating to all staff when a situation occurs. Consider inclusion in Corporate Continuity Plan.	CW/SM	April 2010

	Some existing staff felt they were not kept updated.			
31	A number of staff worked over and above their normal duties.	No further action required.	-	-
32	What did we do about giving the staff involved in managing the incident a break?	Need a process in place to ensure staff working long hours have adequate breaks etc. Consider inclusion in Corporate Continuity Plan.	CW	April 2010
33	Clear message regarding pay if staff sent home.	Consider inclusion in Corporate Continuity Plan.	CW	April 2010

Customer Services

No.	Learning point	Action to address	Action owner	Estimated action completion dated
34	Customer Services continuity plan needs updating following the event.	Update CS continuity plan.	CD	January 2010
35	Customer Services should have an up to date list of all work mobile phone numbers. Senior Management contacts should be held with Customer Services.	Add list of senior management contacts to the CS continuity plan.	CD	January 2010
36	Debriefs to be given by Customer Services in the event of an emergency.	Debrief to be held in conjunction with ICT.	CD	As required.
37	One Stop Shop should be CF1.	Update to CS continuity plan.	CD	January 2010
38	Improvements required on telecoms continuity plans. Staff sent to One Stop Shop in error.	Update CS continuity plan.	CD	January 2010

Assets

No.	Learning point	Action to address	Action owner	Estimated action completion dated
39	Test needed to be carried out by Assets on sub stations based in close proximity to NBC buildings.	The sub stations are not under Council control, we do not have access rights as none of us hold a high voltage ticket. No	SD	-

		further Council action required.		
40	Clarify who is responsible for power to our buildings? Assets or Facilities Management?	<p>Primary responsibility for addressing Power interruption to buildings managed by Facilities Management (FM) is rationally an FM responsibility. FM officers should lead on reporting defects and co-ordinating recovery activity.</p> <p>In buildings not directly managed by FM, e.g. central museum, bus station, etc.... it is suggested that the key responsibility for initial reporting of power failures would rest with named "Building Managers" – as defined for example in NBC's Fire Policy.</p> <p>Post attendance by electricians instructed via the Asset Management based "Property Helpdesk" (to establish whether loss of power is a supplier and not an NBC problem), co-ordination of dealings with power supplier and recovery should be led by Asset Management (Corporate Property Maintenance Manager - acting in conjunction with NBC Electricians and Building Manager).</p>	SD	-

ICT

No.	Learning point	Action to address	Action owner	Estimated action completion dated
41	Accessibility of the phone book on intranet.	ICT to investigate the provision of a resilient intranet	PB	June 2010
42	Difficulty caused by hardware failure and complexity in way we work with telephone systems. Had to redirect	ICT to investigate technologies to provide more resilient telephony systems. These to	PB	June 2010

	main lines coming into CH (this was done within 2 hours). Very quickly create a new hunt group and then reverse it the following day. With right technologies it would take seconds instead of hours. Voice Recognition was under its first test in an emergency situation. Telephone system is plugged into UPS.	include basic telephony and supporting software applications (egg voice recognition), contact centre telephony and supporting software applications.		
43	UPS worked.	No further action required.	-	-
44	UPS – does it give us long enough? <4hrs.	Since we are unable to estimate the duration of any power loss, UPS's are usually provided simply to enable the application servers to be shut down in a controlled manner. 4 hours would be considered by many authorities to be (at least) generous. No further action required.	PB	-
45	Transfer of calls from direct line numbers is dependent on telephone system being operational.	This is due to current (NBC) technologies, therefore included within serial 42 action.	PB	June 2010
46	Can we have a standard message on incoming emails as an auto answer?	This will be investigated further, however, initial investigations suggest this may be impractical (possibly create more problems than it solves)	PB	May 2010
47	Software didn't appear to allow for a standard message on the incoming calls.	This is due to current (NBC) technologies, therefore included within serial 42 action.	PB	June 2010
48	Alan Kench seemed to be pivotal in terms of his telephone knowledge, concerned if he had been on holiday.	Agreed. Whilst some alternate resources are available, they are limited in depth. However, this is also related to the current (NBC) technologies, therefore included with serial 42 action.	PB	June 2010
49	Debriefs to be given by ICT in the event of an emergency	I believe the debriefs actually happened (successfully), although there was a lack of clarity regarding the communication 'protocols' at the beginning of the day. ICT briefs should only originate from MG or PB	PB	-

Gatehouse

No.	Learning point	Action to address	Action owner	Estimated action completion dated
50	Level of dependency on Gatehouse as back up for a large number of functions.	May need to rethink reliance on Gatehouse for many out of hours services.	SW/SM/MG	June 2010

Communications

No.	Learning point	Action to address	Action owner	Estimated action completion dated
51	A line of formal communication is required in these circumstances to get clarity on messages. Avoid conflicting information. Communication needs to be checked by a 'technical expert' before going out.	Include in Corporate Continuity Plan.	SM	April 2010
52	Difficulties with remote access to website and limited character space.	Current Software limitation. May be resolved in the next upgrade. No deliberate action required	PB	-
53	Communications Team need to be given a better understanding of emergency numbers and which ones to publicise in certain situations.	Discuss with DD; write up note for Comms staff	TH	March 2010
54	Fire Service need to be provided with a clear line of communication. Appeared to be communicating with Facilities Team but not with Communications Team.	Contact with Communications' contacts at the Fire Service.	DD	22 January 2010
55	Single point of contact for those working on emergency, otherwise constantly interrupted and distracted by having to continually update on the situation.	Include in Corporate Continuity Plan	SM	April 2010

General

No.	Learning point	Action to address	Action owner	Estimated action completion dated
56	Communications with Members. Need to identify the best way to cascade information to Members in an emergency.	Suggest that Political Groups have their own continuity plans in place.	SM	June 2010
57	Concern over Choice Based Lettings bidding if Internet is down for 1 hour. Web is externally hosted.	ICT to look at issues over Choice Based Lettings bidding if internet is down for 1 hour	PB	May 2010
58	Brer Court needs to be captured as a CF1.	Business Continuity Plan being drafted.	FR	April 2010
59	The BCP for investments worked, £12m invested on that day via the desk allocated at the Guildhall (normally via secure link at Cliftonville)	No further action required.	-	-
60	The BCP for payroll was put in place, although in the event it wasn't needed, but the bank was ready should we of had to revert to the BCP arrangements	No further action required.	-	-

Each service area affected by the incident has been asked to conduct their own service-specific lessons learned exercise and actions identified through this process will be managed locally within the relevant service area.

Action owners:

CA - Christine Ansell
 CD – Cheryl Doran
 CK – Catherine Kimmet
 CW – Catherine Wilson
 DD – Deborah Denton
 FR – Fran Rodgers

PB – Pete Bonham
 SD – Simon Dougall
 SM – Sue Morrell
 SW – Simone Wade
 TH – Thomas Hall
 MG – Marion Goodman