



# **Three Valleys Water**

## **Pandemic Influenza Emergency Plan**

**December 2006**

# TVW Pandemic Influenza Emergency Plan

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# TVW Pandemic Influenza Emergency Plan

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## 1 Purpose

The purpose of these plans are to ensure that TVW continues to supply customers with water while experiencing reduced levels of staffing as a result of an Influenza Pandemic or other infectious disease.

## 2 Objectives

In the event of the onset of pandemic influenza in the UK the objectives of these emergency plans are: -

- To protect staff, customers and the public from the impact of the event
- To ensure continuity of business during the Pandemic and recovery afterwards
- To maintain clear and effective lines of communication with key stakeholders.

## 3 Scope

This plan deals with the response of all departments within Three Valleys Water and the framework for the overall management of the incident.

## 4 Introduction

Influenza Pandemics have swept the world from time to time, 3 times in the last century, they can cause widespread illness, a large number of deaths, including children and young adults, and huge societal disruption, concentrated into just a few weeks. Currently, there is rising concern that a new influenza virus with pandemic potential will emerge and spread, and a further pandemic episode can be expected. When that will be is not known, but the consequences, when it does, will be serious. Around a quarter of the population could be affected, with over 50,000 deaths in the UK alone. This could be over one or more waves, each lasting around 3 months.

## 5 Alert levels

The World Health Organization (WHO) phases, which were revised in April 2005, describe the progression of an influenza pandemic from the first emergence of a novel influenza virus, to wide international spread. This is a global classification based on the overall international situation and is now used internationally for planning purposes. It comprises an Inter-pandemic period (Phases 1 and 2), a pandemic alert period (Phases 3, 4 and 5), the pandemic period (Phase 6) and a post pandemic period.

For UK purposes, should the UK have cases during the pre-pandemic period, the international phases apply. Once a pandemic has been declared (Phase 6), a four point UK-specific alert mechanism has been developed (see below) which is consistent with the alert levels used in other UK infectious disease response plans: -

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- Alert level 1** Cases only outside the UK (in a country or countries with or without extensive UK travel/trade links)  
**Alert level 2** New virus isolated in the UK  
**Alert level 3** Outbreak(s) in the UK  
**Alert level 4** Widespread activity across the UK

For the purposes of this plan TVW will adopt the UK alert levels. The Government will announce which alert level is in operation and the departmental responses and Crisis Management Teams will act accordingly. The Directors will take the following roles: -

Alert level	Role Directors will take
1	Monitor situation, review Pandemic Influenza Plan and make preparations
2	Heads of Department to initiate priority actions
3	TVW Pandemic Influenza Plan deployed where affected
4	TVW Pandemic Influenza Plan deployed

## 6 Trigger levels

In the event of pandemic influenza, there will be a number of trigger points with reference to reducing or stopping routine activities and prompting other non-routine activities, such as issuing face masks. These trigger points will be linked in to UK alert levels and will therefore be 1 – 4, as determined by the UK alert levels above. The Communications Plan (Appendix 1) will also be phased in accordance with these alert levels. Activities will be linked to these, as per the example of travel, below: -

Trigger level	Activities triggered: e.g. travel
1	No business travel to affected country; Foreign Office advice should be adhered to for holiday travel
2	General plans reviewed
3	No business travel to affected areas of UK
4	No non-essential travel; home working plans to be enacted

## 7 Crisis Management Plan and Crisis Management Team

The Crisis Management Team and their duties are detailed in the Crisis Management Plan (EP 011) This 'TVW Pandemic Influenza Plan' has taken the relevant sections from the CMT and adapted them.

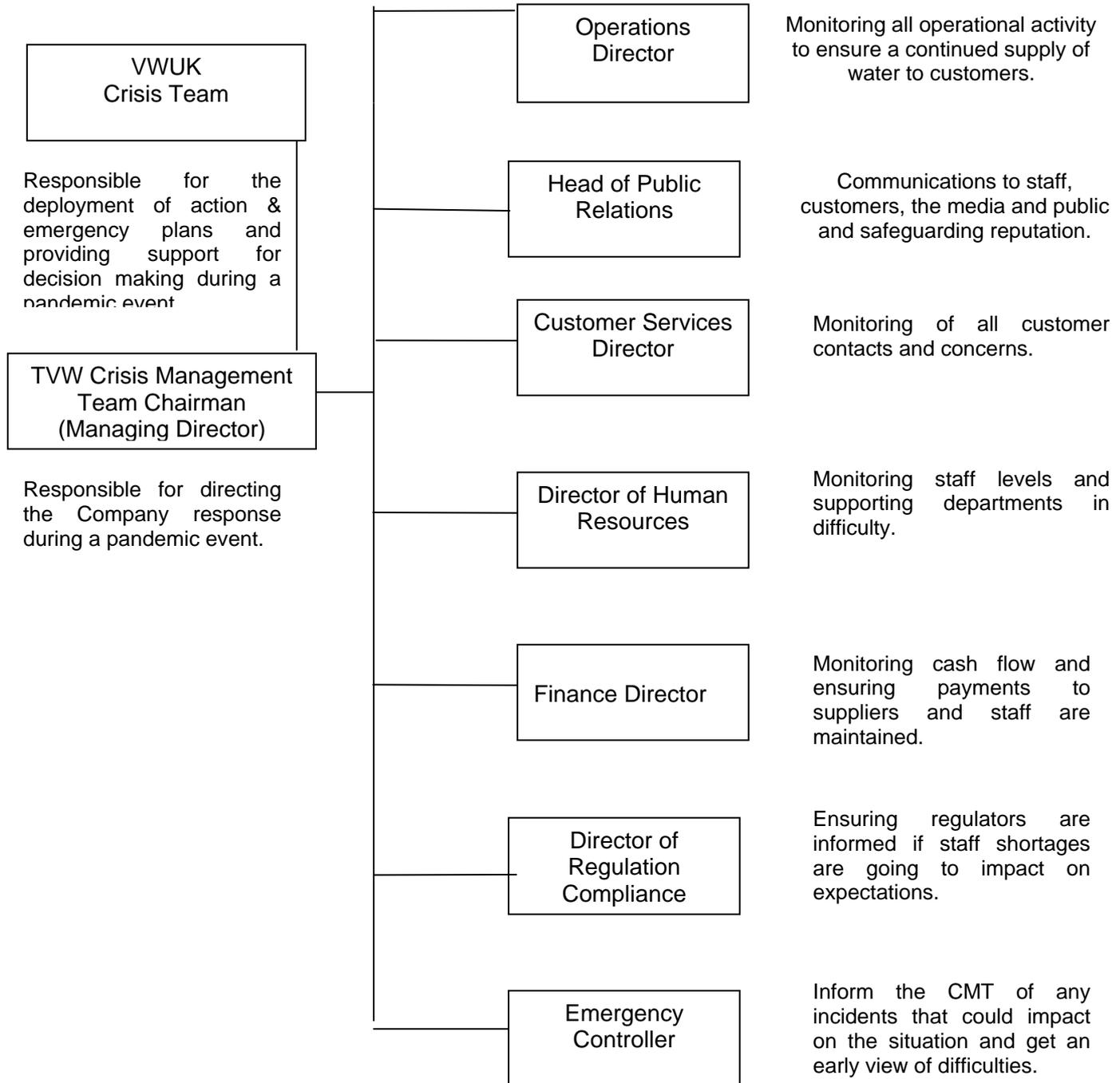
**Three Valleys Response to any pandemic will be managed by the Crisis Management Team chaired by the Managing Director or his deputy.**

# TVW Pandemic Influenza Emergency Plan

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## Composition of the Crisis Management Team – Pandemic Influenza

The responsibilities of personnel within Three Valleys Water during a pandemic event are detailed below: -



## The Crisis Management Team (CMT) Influenza Pandemic

### **Strategy**

The CMT will take the overall responsibility for the management of the pandemic response. Although each department has written its own pandemic plans the CMT will need to take an overall view of the situation and be prepared to make difficult decisions to support key activities and possibly suspend or stop other important work.

The CMT will lead in any discussions with regulators, customer groups and the shareholder.

The CMT will also have to ensure that all communications with customers and the public clearly demonstrate that the company is managing the problem in an appropriate manner and will continue to provide adequate supplies of wholesome water.

One unusual element of an incident like this is the availability of staff. Members of the CMT must ensure that they have **sufficient deputies** who can undertake their role and who are familiar with this plan and the structure of the departmental plans that form the company response.

## **8 Location of the Crisis Management Team**

Because of the risk of infection the CMT should have as little face to face contact as possible. The **Daily Meetings** should be held by conference call' which should be at an agreed time each day. These meetings should start at Alert Level 3 The meetings will be organised by the Administrative Support and chaired by the MD or his deputy.

At Alert Level 3 the CMT should discuss the practicality of some of them immediately working from home in an attempt to reduce the risk of all the team falling ill at the same time.

If more frequent meetings are necessary then these can be arranged by the Administrative Support, who must be familiar with the procedure for setting up 'conference calls'.

### **Appendix IV**

## **9 Administrative Support**

A transcript of the CMT 'meetings' should be taken by one of the team's Personal Assistants; again sufficient deputies must be available. The transcript should concentrate on actions, responsibilities and timescales. The transcript should be emailed as soon as possible to the CMT and receipt should be checked by phone.

## **10 Agenda for the Daily Meetings**

<b>National Situation</b>	Progress and predications on illness levels Information on any vaccinations Information or advice received from HPA or DEFRA
<b>TVW Situation</b>	Detailed reports on sickness levels in departments Is the management structure still intact? Are the Departmental Pandemic Plans holding up?

Are there any particular Departments in need of support?  
Key suppliers (power, chemicals) and  
Contractor services situation?

<b>Resources</b>	Are any departments still operating at more normal levels? Are staff on capital projects and support functions available to help? Is additional training available/needed?
<b>Current Actions</b>	Full review
<b>Analysis</b>	Are the effects of the Pandemic being contained or is the problem getting worse. Can current resources sustain the response / situation if staffing levels fall further?
<b>Business Implications</b>	Review of the confidence in the company as seen by customers, shareholder and media
<b>Operations</b>	Affects on water availability, headroom, treatment chemical availability. Do we need to ask for water use restrictions?
<b>Finance</b>	Cash Flow. Supplier action/concerns
<b>Legal</b>	Contracts, regulators, liability, possibility of prosecution
<b>Insurance</b>	Cover, conditions, third parties and likely claims
<b>Communications</b>	Messages being given to customers and the media, feedback from customers and others.
<b>Strategy</b>	Plan for getting worse or recovery position
<b>Liaison</b>	Requests to regulators for some regulation relaxation
<b>Security</b>	Has security been compromised, can Police assist?
<b>Staff welfare</b>	Staff illness report and deaths, support and help available
<b>Administration</b>	CMT, key staff etc rotation, use of deputies
<b>Actions,</b>	Responsibilities and timescales, circulate to CMT members

## 11 Responsibilities

The CMT and individual members of the CMT have responsibilities:-

### ***The Crisis Management Team – Influenza Pandemic***

TVW Pandemic Influenza Emergency Plan - Communications Plan

Be familiar with this Plan, their responsibilities and those of the Chairman should it be necessary for them to deputise.

Ensure they have sufficient deputies, familiar with this plan and the structure of the departmental plans.

Ensure their contact details are up to date and they also hold accurate information on the other members of the team and deputies.

***CMT Chairman (usually the MD)***

Manages the CMT, sanctions the release of formal statements or information to the Regulators, Government departments, Local Authorities, media, customers and staff.

Keep TVW Directors informed and maintain close contact with VWUK and VE Paris.

If necessary consider if any external expertise is necessary, for example legal or insurance support.

Co-opt any member of staff into the CMT if thought necessary.

Give authority for senior staff to be interviewed by radio or television, involve the Head of Public Relations on the content of any interviews. Note it is often an advantage NOT to use the Managing Director in the early stage of an incident in case statements need 'revising'.

After the incident arrange a review of the incident, the plans and response. Arrange for plans and preparations to be updated as necessary

***Operations Director***

Monitors and reports on operational matters and deputises for the MD in his absence

Ensure key contractors are aware of the TVW response to an influenza Pandemic and they are equally well prepared but are aware of the need to keep TVW informed if they are unable to provide the agreed levels of service.

***Finance Director***

Monitors and reports on financial matters.

Particular concerns are the activity of key suppliers, for example supply problems or suppliers requiring cash to ensure deliveries.

***Director of Customer Services***

Reports on customer concerns and collaborates with the Head of Public Relations to provide information to customers and customer representatives.

***Director of Scientific and Corporate Responsibility Services***

Liaises with regulators on water quality, environment issues and corporate responsibility.

Update the CMT on any communications with regulators.

Provide water quality information to the CMT and interpret the results as necessary.

### ***Director of Human Resources***

As staff and their family fall ill there will be many questions raised with HR on who can and should take sick leave. It is planned to close schools during the Pandemic so a 'step-change' in sickness levels can be expected. Clear, consistent statements will be required and although sympathetic it should be stressed that once a person recovers they cannot catch the influenza a second time and should report back to work.

Arrange daily communication with departments to establish staff levels in as much detail as possible, track trends and report to the daily CMT 'meeting'.

It is anticipated that an amount of 'poaching staff' by other companies offering more pay for call agents etc may be tried. HR will need to monitor the situation and have a prepared response.

### ***Head of Public Relations***

Develop a strategy for keeping customers informed of the progress of the incident, be proactive not just responding to negative comment. There will be lots of rumours about the ability of utilities to provide the expected service (like Y2K). Update information regularly but don't promise anything. If there are emerging problems warn customers and request their help to, for example, reduce consumption.

Prepare statements for customers and the media. These must be agreed with the CMT and finally cleared by the Chairman.

Prepare senior managers for interviews with radio and television. Ensure the key message is maintained. Namely the company continues to supply sufficient and wholesome water. Stress the need not to waste water.

Liaise with other water companies, through Water UK if appropriate, to ensure consistency of messages.

### ***Emergency Controller***

As much as possible the Emergency Controller should try to keep away from the Influenza Pandemic response and remain vigilant for other problems that can occur. It must be stressed that with pressure on resources incidents that could be dealt with normally may prove more difficult. It is therefore very important that incidents are notified to the Emergency Controller as early as possible. The Emergency Controller should make Department Heads aware of this as the Pandemic period is entered.

Equally with high levels of absenteeism if the Emergency Response Team (ERT) is to be mobilised it may prove difficult to get a full team together and time consuming. Emergency Controllers may wish to set up an availability list during each week of the Pandemic that ERT members could update.

Update the CMT on any work or possible incidents that could be a concern.

If mobilising the ERT consider getting a 'Cabinet' colleague to look after the initial contact.

It may also be worth not calling the ERT into one location but letting them work from wherever they work or from home. Conference calls or individual contact may be sufficient.

## **12 Key departmental activities**

Lists of key activities are identified by each department and prioritised as low, medium or high, then assigned a normal, reduced or stopped activity status at different levels of employee absenteeism (i.e. which activities are deemed critical during the duration of an Influenza Pandemic). These lists are to be reviewed periodically and are included for Three Valleys Water and other Departments with responsibilities which include TVW activity.

### **Three Valleys Water**

#### **TVW Asset Management Production Department**

##### **TVW Customer Services**

*Contact Services*

*Billing Services*

*Debt Collection*

*Income Maximisation*

*Metering Services*

*Metering Projects*

#### **TVW Corporate Responsibility Services**

#### **TVW Customer Operations Department**

##### **TVW Network Services**

*Network and Leakage*

*Performance Delivery*

#### **TVW Production Department**

*Karstic Works*

*Small Sites*

*Surface Works*

*Operations Centre*

#### **Water Quality Services**

#### **IT Department**

#### **Laboratory Services**

#### **Human Resources**

#### **Public Relations**

### **13 Risk Assessment and control register**

A Risk Assessment and control register has been populated for all departments and is reviewed periodically. A consolidated version has been prepared as an action plan for tracking risk across the VWUK Group. The Three Valleys Water register is included in **Appendix Three**.

### **14 Activities**

Scenarios will be tested for high priority activities in order to reinforce these plans. Two VWUK Pandemic Influenza workshops have been held to date, on 18/10/06 and 16/11/06. A VWUK Risk Management workshop was held on 28/11/06. It is planned that VWUK will take part in the Government exercise Winter Willow on 19-20/02/07.

## **15 Review**

These documents will be reviewed when change occurs, for example to roles and responsibilities, and initially at six month periods to ensure their currency and to track progress with action plans. The VWUK Pandemic Precaution Committee will meet at a minimum of every six months to review the Plan and an annual test exercise will be held.

## **16 Related documents: Appendices**

- I. Appendix One: VWUK Communications Plan
- II. Appendix Two: Key Activities
- III. Appendix Three: Risk Register
- IV. Appendix IV Conference Call Procedure

## **17 Records**

Individual notes of actions and decisions should be taken as well as details of communications with any external agencies. Meeting notes, concentrating on actions, responsibilities and timescales should be kept.

These may be used in evidence should any prosecutions follow so discuss this with the Head of Legal Services.

# APPENDIX I

## TVW COMMUNICATIONS PLAN

# TVW Communications Plan

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## TVW COMMUNICATIONS PLAN

STAFF	Phases	Trigger 1 WHERE WE ARE NOW	Trigger 2	Trigger 3
	Definition	Cases only outside UK (in countries without strong trade links to UK)	New Virus located in UK Outbreak(s) in UK	Widespread outbreak in UK
		Keep the water flowing	Pay our employees	Bill our customers
	Level of Concern	Low Risk - low/moderate concern	Medium risk - high concern	High risk - high concern
	Messages	Prevent and prepare Basic hygiene prevention	Educate to prevent	Action based prevention and operations
			<b>SCHOOLS MAY CLOSE</b>	<b>SCHOOLS WILL CLOSE</b>
	Avian Flu	Staff briefed on avian flu and what to do if they find a dead bird  Re-enforce Avian flu messages to staff. What it is. What do do if they find a dead bird.	Re-enforce Avian flu messages to staff. What it is. What do do if they find a dead bird & how Avian flu might be transmitted to humans.	Re-enforce Avian flu messages to staff. What it is; how to recognise symptoms; what to do if they come into contact with other people with flu.
	Hygiene prevention	Introduce gentle flu message via Splash and Team Brief. Basic hygiene drive re: handwashing (using the new Veolia toolkit)	ISSUE STAFF INFORMATION PACK  Strongly reinforce basic hygiene re: handwashing (using the new Veolia toolkit and harder hitting comms). Advise how to protect yourself a work/How to protect yourself at home, ie: disposal of tissues (using Veolia guidelines). Handwashing; respiratory hygiene; home hygiene; hygiene at meetings. Distribution of masks. Isolation etc.	ISSUE STAFF UPDATES RE: INFORMATION PACK  Strongly reinforce basic hygiene re: handwashing (using the new Veolia toolkit and harder hitting comms). Advise how to protect yourself a work/How to protect yourself at home, ie: disposal of tissues (using Veolia guidelines). Handwashing; respiratory hygiene; home hygiene; hygiene at meetings. Distribution of masks. Isolation etc.
	Reassurance	Staff informed of flu pandemic committee who are putting plans in place to deal with an outbreak Keep staff informed of the activities of the flu pandemic planning	Intranet updates and Q&A's on the latest news/stats re: flu in the UK. Advise of activities of the flu pandemic planning committee. Prepare staff to be adaptable re: potential staff absences.	Depts activate outbreak plans. Daily updates and Q&A's on news/stats re: flu in the UK. Advise of precautions and measures in place.

TVW Pandemic Influenza Emergency Plan - Communications Plan

# TVW Communications Plan

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		committee Set up an intranet page		
	Travel	No business travel to affected country, adhere to Foreign Office for advice re holiday travel.	No business travel to affected country, adhere to Foreign Office for advice re holiday travel. No business or personal travel to affected area of the UK .	No non-essential travel. Advise staff to avoid public transport and to cancel unnecessary trips.
	New comms	Introduce to staff the idea of new ways of communicating that IT are considering	Support IT in reviewing the new ways to communicate with staff	Implement and use new ways of communicating with staff (ie block text, intranet, extra net, phone-in telephone messages)
	Home Working		Inform staff that managers are looking at ways that staff could work from home & what teams could function remotely. Share best practice of teams that are successfully working from home. Support IT with review and testing home-working	Support IT in implementing home-working action plans. Home working plans are actioned.
		Gradual introduction of what will happen if there is an outbreak of flu in the UK and the trigger points that will activate our plans. Include details on intranet page	Gradual introduction of what will happen if there is an outbreak of flu in the UK and the trigger points that will activate our plans. Introduce HR policies and procedures for reporting sickness and guidelines for quarantine and carers. Advise staff of symptoms if illness. Re-enforce policies and procedures for reporting sickness/guidelines for quarantine & carers	Advise staff of what to do if they have been in contact with anyone (colleagues or other) that has the flu. Produce daily list of staff who are at work. Inform colleagues of staff that have died. (Follow Veolia guidelines).
			Raise awareness of new business practices, such as reducing face-to-face meetings. New operational procedures. Re-enforce policy re: procedures for video conferencing; telephone conferencing & maximising non-contact communication.	Staff advised to minimise face-to-face contact with work colleagues (ie: no business meetings; social areas closed).

# APPENDIX II

## KEY ACTIVITIES

## Pandemic Influenza Plan – Asset Management Production Department

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<b>Pandemic Influenza Plan: Asset Management Production Department</b>
<p>1. Departmental overview</p> <p>The Asset Management Production Department is responsible for providing above ground assets that are of agreed condition and serviceability at optimum cost and are always capable to produce and deliver water to customers. Through monitoring, analysis, inspection and expert interpretation of production asset data and performance measures we identify solutions and improvements that ensure that production assets are capable of delivering acceptable service to customers. We are responsible for the inspection of assets, investigation of operational problems, identification of solutions, option costs and the prioritisation of investment needs. We work closely with all the other Asset Management teams as well as a number of other departments, including Operations, Mace (formerly Asset Delivery) and Programme Management. The Department has a staff of 25.</p>
<p>2. Key activities</p> <p>The core departmental activities are</p> <ul style="list-style-type: none"><li>- Planning of investment in operational assets</li><li>- Initiation of capital projects</li><li>- Production and maintenance of technical standards</li><li>- Optimisation of Assets</li><li>- Regulatory Planning</li><li>- Collection and Maintenance of Asset Data</li><li>- Administration of Works Management System</li><li>- Risk Assessments</li><li>- Grounds and Building maintenance</li><li>- Reservoir and Tower Inspection &amp; Cleaning</li><li>- Flowmeter verification and maintenance</li><li>- Supporting capital projects</li></ul> <p>The key activities are described in Appendix 1.</p> <p>Some activities would be maintained at all times, others would be reduced in the event of losing a large number of key staff. For some activities there is the option for working from home, for others this will not be possible as the activities take place on site. Secondary activities would be reduced and prioritised following Appendix 1.</p>
<p>3. Responsibilities</p> <p>The department is split into three areas. The majority of the activities of the Production Asset Strategy team (headed by Allan Winkworth) would be reduced and, if needed, put on hold for the duration of the pandemic. The activities of the Production Asset Maintenance Team (headed up by Clive Zanker for the maintenance administration and Craig Huckle for the building, grounds and reservoir maintenance) would be split as per appendix 1. Some of these activities would need to continue throughout the pandemic with resources within the team being deployed to ensure essential activities continued. Clive and Craig would cover for each other. The activities of the principal engineers and the security manager are specialised and would be very difficult to cover internally. External resources (probably consultants) would be needed. However most of their activities are associated with projects that would probably be put on</p>

**Pandemic Influenza Plan –  
Asset Management Production Department**

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	hold during the crisis. Overall management of the department could be deputised by any one of the senior team if necessary (though they clearly wouldn't be as effective!!).
	Decisions about regulatory reporting would have to be taken at the time – for example could the June Return or AMP returns be delayed?
4. People required to backfill positions	
	Other Asset Management staff could be used to assist with the high priority activities on the first page of appendix 1 (e.g. staff from Strategic Planning and Water Resources). Some facilities staff (Alan Riley's team) or ex-staff (Peter Fairhurst) may be able to assist with the high priority activities on page 2.
5. Suppliers	
	The key suppliers to the department are Grounds and Building Maintenance contractors –; English Landscapes; ISS Waterers; Trimlock Services; Brians Property Services; John Farmer Builders Ltd; CarCarc Reservoir inspection and cleaning – JG Contractors; Makers, Stonbury

**Pandemic Influenza Plan –  
Asset Management Production Department**

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Key Activities	Comments & Prep Work	Priority	Percentage absent & activity level (N/R/S)				Resume normal activity	Responsibility
		H/M/L	10	20	30	>30		Job title
Manage People (non-project)	Essential Activity	High	N	N	N	N		Head of Production Assets
Initiate projects and conduct feasibility studies	Priority based decision	Med	N	N	R	R	Backlog will need to be prioritised.	Production Asset Strategy Manager
Production of technical standards	Priority based decision	Low	R	S	S	S		Head of Production Assets
Optimisation of assets (e.g. Project 2006)	Priority based decision	High	N	R	R	R		Production Asset Strategy Manager
Collect/Maintain asset data	Essential Activity	High	N	N	N	N		Production Asset Strategy Manager
Regulatory planning	Priority based decision	Med	N	R	R	R		Head of Production Assets
Regulatory support	Priority based decision	Med	R	R	R	R		Head of Production Assets
Plan NI Investment (including development of Common Framework)	Priority based decision	Med	R	R	R	R		Production Asset Strategy Manager
Conduct risk assessments	May increase to assist in business emergency planning	High	N	N	N	N		Production Asset Strategy Manager
AM systems development	Priority based decision	Low	N	R	S	S		Production Asset Strategy Manager
External R&D	Priority based decision	Low	R	R	S	S		Production Asset Strategy Manager

Key Activities	Comments & Prep Work	Priority	Percentage absent & activity level (N/R/S)				Resume normal activity	Responsibility
		H/M/L	10	20	30	>30		Job title
Maintenance / Emergency response for Security systems ie keys, locks etc	Essential Activity	High	N	N	N	N		Production Asset Maintenance Manager
Maintenance / Emergency response for boundary security	Essential Activity	High	N	N	N	N		Production Asset Maintenance Manager

TVW Pandemic Influenza Emergency Plan - Asset Management Production Department

## Pandemic Influenza Plan – Asset Management Production Department

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issues ie Fencing, gates etc								
Emergency response for Vandalism / break ins ie, building repairs window/ doors etc	Essential Activity	High	N	N	N	N		Production Asset Maintenance Manager
Reservoir Inspection and cleaning	*Priority based upon nature of outage ie Water Quality incident = high priority	Med*	N	R	R	R	Backlog will need to be prioritised	Production Asset Maintenance Manager
Issuing of Company Keys	Priority based decision	Low	N	R	R	R		Production Asset Maintenance Manager
Administration of AMIS Work Management system	Prioritisation of issues	Low	R	R	R	S	Backlog will need to be prioritised	Production Asset Maintenance Manager
Maintenance response for Flowmeter issues	Prioritisation of issues	Med	R	R	R	R	Backlog will need to be prioritised	Production Asset Maintenance Manager
Flowmeter Verification and Repair works	Prioritisation of issues	Low	R	R	S	S	Backlog will need to be prioritised	Production Asset Maintenance Manager
Capex work / Projects	Support where resources are available without impact on Production	Low	R	R	S	S		Production Asset Maintenance Manager
Building / Site Maintenance Requirements ie , H&S inspection works, Res inspection report works, Waste disposal, Asbestos Surveying, Grounds Maintenance, Fly tipping etc	On going appraisal / prioritisation of issues	Med	R	R	R	R	Backlog will need to be prioritised	Production Asset Maintenance Manager
Training Requirements / Comittments	Prioritise depending on resource levels	Low	R	R	S	S		Production Asset Maintenance Manager

## Flu Pandemic Contingency Plan – Contact Services

<b>Pandemic Influenza Plan: Contact Services</b>	
<b>6. Departmental overview</b>	
	<p>The role of Contact Services is to respond to customer contacts received in writing or over the telephone, relating to either billing or operational issues. We also deal with written customer complaints as defined by OFWAT.</p> <p>The department is divided into three key teams –</p> <ul style="list-style-type: none"><li>• Call Centre – Approximately 80FTE based across two sites, Hatfield and Folkestone handling approximately 1.2 million calls per year.</li><li>• Correspondence - Approximately 60FTE based across three sites, Hatfield, Rickmansworth and Folkestone handling approximately 300k contacts per year.</li><li>• Directors Office – 6FTE based in Hatfield and Harlow, handling approx. 3000 written complaints per year.</li></ul> <p>Opening hours –</p> <ul style="list-style-type: none"><li>• Operations Call Centre – 0700 – 2215 x 7/365 days (outsourced 2215 – 0700 x 7/365 days)</li><li>• Billing Call Centre – 0800 – 1800 M-F and 0800 – 1400 Sat.</li><li>• Correspondence – 0830 – 1700 M-F</li><li>• Directors Office – 0830 – 1700 M-F</li></ul>
<b>7. Key activities</b>	
	<p>The key activities of the department are to respond to customer enquiries within the targets set by OFWAT.</p> <ul style="list-style-type: none"><li>• Call Centre (DG9)<ul style="list-style-type: none"><li>- 2.8% calls abandoned</li><li>- &lt;1% all lines busy</li><li>- 4.8 quality score</li></ul></li><li>• Correspondence (DG6)<ul style="list-style-type: none"><li>- 99.5% within 5 working days</li><li>- 4.8 quality score</li></ul></li><li>• Directors Office (DG7)<ul style="list-style-type: none"><li>- 100% within 10 working days</li><li>- 4.8 quality score</li></ul></li></ul>
<b>8. Responsibilities</b>	
	<ul style="list-style-type: none"><li>a. Sandra Kerr – Head of Contact Services</li><li>b. Gill Burnett – Call Centre Manager (Hatfield)</li><li>c. Charlotte Herbert – Call Centre Manager (Folkestone)</li><li>d. Ian Hankie – Resources and Planning Manager</li><li>e. Helen Dalli – Directors Office Manager</li><li>f. Jackie Welsh – Training Manager</li></ul>
<b>9. People required to backfill positions</b>	
	<ul style="list-style-type: none"><li>a. Call Centre Managers</li><li>b. Team Leaders - Hatfield</li><li>c. Team Leaders - Folkestone</li><li>d. David Gray – Resources and Planning</li><li>e. Ian Sutton – Directors Office</li></ul>

## Flu Pandemic Contingency Plan – Contact Services

f. Training Assistant
10. Suppliers
<ul style="list-style-type: none"><li>• Consorte (Virtual network for call centre &amp; mapping for call routing)</li><li>• NICE (Call recording)</li><li>• EKho (automated Credit Card)</li><li>• Sitel (outsource for nightcalls)</li></ul>

## Pandemic Influenza Plan – Contact Services

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### Appendix 1

Key Activities	Comments & Prep Work	Priority	Percentage absent & activity level (N/R/S)				Resume normal activity	Responsibility
		H/M/L	10	20	30	>30		Job title
Incoming calls – Operations (DG9)	Possible emergency outsource with Prologue	H	N	N	N	N		
Written Complaints (DG7)	Use of cross trained correspondence staff	H	N	N	S	S	Backlog prioritised	Directors Office Manager
Incoming calls – Billing (DG9)	Change initial welcome message	M	R	R	S	S		
Correspondence (DG6)	Creation of standard acknowledgment/holding letter	M	R	R	S	S	Backlog prioritised	Contact Centre Manager

## Flu Pandemic Contingency Plan – Billing Services

<b>Pandemic Influenza Plan: Billing Services</b>
11. Departmental overview
<p>Billing Services are responsible for:</p> <ul style="list-style-type: none"> <li>• Customer capture</li> <li>• Billing the customer</li> <li>• Special care services</li> <li>• Conveyancing</li> </ul> <p>The department is split into three teams –</p> <ul style="list-style-type: none"> <li>• Chargeable control approx 11FTE (incl. 3 field staff)</li> <li>• Special care services 1.5 FTE</li> <li>• Billing services 2 FTE</li> </ul> <p>Opening hours 08:30 – 17:00 M-F Based in Hatfield</p>
12. Key activities
<p>Chargeable control –</p> <ul style="list-style-type: none"> <li>• Action post office returned mail</li> <li>• New developments into charge</li> <li>• Occupier accounts</li> <li>• Conveyancing</li> <li>• Bulk customers (local authorities, housing associations who collect water charges on our behalf)</li> </ul> <p>Billing the customer -</p> <ul style="list-style-type: none"> <li>• Production of bills, statements, instalment books, recovery letters, large customer mailings (i.e. boil notices, information leaflets, print contract management)</li> <li>• Provision of payment cards</li> </ul> <p>Special care services –</p> <ul style="list-style-type: none"> <li>• Dealing with and action of customers with special needs and vulnerable customers</li> <li>• Password register</li> </ul> <p>Third party register</p>
13. Responsibilities
<ul style="list-style-type: none"> <li>• Responsibility for key activities is held by Simon Murray through his team leaders – Linda Carter for Chargeable control, Anne Ross for Special care services and Sam Hunt for Billing.</li> </ul>
14. People required to backfill positions
<ul style="list-style-type: none"> <li>• The teams will support each other</li> </ul>
15. Suppliers
<ul style="list-style-type: none"> <li>• MBA (printers)</li> <li>• Paypoint</li> <li>• FT Ltd (payment cards)</li> </ul>

## Flu Pandemic Contingency Plan – Billing Services

### Key Activities

Business Area: **Billing Services**

Key Activities	Comments & Prep Work	Priority	Percentage absent & activity level (N/R/S)				Resume normal activity	Responsibility
		H/M/L	10	20	30	>30		Job title
Chargeable control	Each piece of work should be prioritised as to the benefit of the business and expected financial loss	H	N	R	S	S	Following the and of the crisis, should be restored to normal working and back logs prioritised	Metering projects and billing Manager
Billing the customer	Essential that all bills etc. are produced and despatched	H	N	N	N	N	Following the and of the crisis, should be restored to normal working and back log prioritised	Metering projects and billing Manager
Special care services.	Each piece of work should be prioritised as to the benefit of the business	M	N	N	R	S	Following the and of the crisis, should be restored to normal working and back log prioritised	Metering projects and billing Manager

## Flu Pandemic Contingency Plan – Debt Collection

<b>Pandemic Influenza Plan: Debt Collection</b>
<b>16. Departmental overview</b>
<p>The role of Debt Collection is to chase overdue water accounts for payment.</p> <p>The department is based in Hatfield and is split into three teams –</p> <ul style="list-style-type: none"><li>• Domestic debt – 17.5 FTE</li><li>• Commercial debt – 14.2 FTE</li><li>• Outbound calling – 5 FTE</li></ul> <ul style="list-style-type: none"><li>• Opening hours for the Domestic and Commercial teams – 08:30 – 17:00 M-F</li><li>• Opening hours for Outbound calling team – 17:00 – 20:30 M-F &amp; 09:00 – 13:00 Sat.</li></ul>
<b>17. Key activities</b>
<ul style="list-style-type: none"><li>• Running of recovery cycles to collect debt through letter, telephoning (inbound and outgoing calls) and visits to commercial properties</li><li>• Monthly direct debit runs</li><li>• Management of debt collection agencies (handling of correspondence, referrals, invoices)</li></ul>
<b>18. Responsibilities</b>
<ul style="list-style-type: none"><li>• Responsibility for Key Activities is held by Nick Carney – deputy Gill Everitt</li><li>• Recovery cycles - Gill Everitt – deputy Jess Woodhead</li><li>• Direct Debit runs Gill Everitt – deputy Jess Wood head</li><li>• Domestic debt – Tracy George – deputy Jo Pedlar</li><li>• Commercial debt – Claire Dunham – deputy Carol Morgan</li><li>• Outbound calling – Carol Morgan – deputy Andrea Parker</li></ul>
<b>19. People required to backfill positions</b>
<ul style="list-style-type: none"><li>• The teams will support each other</li></ul>
<b>20. Suppliers</b>
<ul style="list-style-type: none"><li>• Inter Credit International Ltd – first placement debt collection agency (collect on debt where in house activity has been unsuccessful).</li><li>• Fredrickson International Limited - second placement debt collection agency (collect on debt where first placement debt collection agency has been unsuccessful)</li></ul>

**Flu Pandemic Contingency Plan – Debt Collection**

**Key Activities**

Business Area: **Debt Collection**

Key Activities	Comments & Prep Work	Priority	Percentage absent & activity level (N/R/S)				Resume normal activity	Responsibility
		H/M/L	10	20	30	>30		Job title
Running of recovery cycles to collect debt through letter, telephoning (inbound and outgoing calls) and visits to commercial properties	Each piece of work should be prioritised as to the benefit of the business and expected financial loss	H	N	N	R	R	Following the end of the crisis, should be restored to normal working and back logs prioritised	Credit Manager
Monthly direct debit runs	If DD runs are not instigated this will have a severe financial impact on the business	H	N	N	N	N	Following the end of the crisis, should be restored to normal working and back log prioritised	Credit Manager
Management of debt collection agencies (handling of correspondence, referrals, invoices)	Each piece of work should be prioritised as to the benefit of the business	M	N	N	R	S	Following the end of the crisis, should be restored to normal working and back log prioritised	Credit Manager

## Flu Pandemic Contingency Plan – Income Maximisation

<b>Pandemic Influenza Plan: Income Maximisation</b>
21. Departmental overview
Income maximisation responsibilities are - <ul style="list-style-type: none"><li>• To ensure all customers within the TVW area are billed correctly</li><li>• To gain a better understanding of our commercial customers' consumption to identify potential problems &amp; missed billing opportunities earlier</li><li>• All properties within our area are listed in HiAffinity stating either how they are billed or the reason they are not billed</li><li>• Current business processes &amp; procedures are updated to ensure accurate billing is part of normal business</li></ul> The department is made up of approx 7 FTE and operate from Hatfield Opening hours 08:30 – 17:00 M-F
22. Key activities
<ul style="list-style-type: none"><li>• Investigation</li><li>• Action following analysis of HiAffinity data by Asset Management</li><li>• Action following leads from Call Centre agents, CST's, Revenue Enquiry Officers and other member of TVW.</li><li>• Matching HiAffinity data with other data both externally and internally.</li><li>• Recording of accurate meter information to the billing system HiAffinity</li></ul>
23. Responsibilities
<ul style="list-style-type: none"><li>• Responsibility for key activities is held by Kate Lewis –deputy Hannah McLeod</li></ul>
24. People required to backfill positions
<ul style="list-style-type: none"><li>•</li></ul>
25. Suppliers
<ul style="list-style-type: none"><li>• Teccura (an external contractor that specialises in this type of work)</li></ul>

**Flu Pandemic Contingency Plan – Income Maximisation**

**Key Activities**

**Business Area: Income Maximisation**

Key Activities	Comments & Prep Work	Priority	Percentage absent & activity level (N/R/S)				Resume normal activity	Responsibility
		H/M/L	10	20	30	>30		Job title
Investigation	Each piece of work should be prioritised as to the benefit of the business	L	N	N	R	S	Following the end of the crisis, should be restored to normal working and back log prioritised	Manger Income Max.
Action following analysis of HiAffinity data by Asset Management	Each piece of work should be prioritised as to the benefit of the business	L	N	R	S	S	Following the end of the crisis, should be restored to normal working and back log prioritised	Manger Income Max.
Action following leads from Call Centre agents, CSTs, Revenue Enquiry Officers and other member of TVW.	Each piece of work should be prioritised as to the benefit of the business	L	N	R	S	S	Following the end of the crisis, should be restored to normal working and back log prioritised	Manger Income Max.
Matching HiAffinity data with other data both externally and internally.	Each piece of work should be prioritised as to the benefit of the business	L	N	R	S	S	Following the end of the crisis, should be restored to normal working and back log prioritised	Manger Income Max.
Recording of accurate meter information to the billing system HiAffinity	Each piece of work should be prioritised as to the benefit of the business	L	N	R	S	S	Following the end of the crisis, should be restored to normal working and back log prioritised	Manger Income Max.

## Flu Pandemic Contingency Plan – Metering Services

<b>Pandemic Influenza Plan: Metering Services</b>
<b>26. Departmental overview</b>
<p>Metering Services are responsible for reading water meters and subsequent billing of metered customers.</p> <p>The team collect about 400,000 meter reads during each year. 370,000 of these are for scheduled billing purposes and the remainder are ad-hoc. Meters are read by our own field based team and is also outsourced to Kemac Services</p> <p>The department is split into two teams –</p> <ul style="list-style-type: none"><li>• Office based team approx 10 FTE</li><li>• Field based team approx 11 FTE</li></ul> <p>Opening hours 08:30 – 17:00 M-F</p>
<b>27. Key activities</b>
<ul style="list-style-type: none"><li>• collection of scheduled meter reads</li><li>• collection of ad-hoc meter reads</li><li>• billing of scheduled meter reads</li><li>• rebilling of DG8 critical meter reads.</li></ul>
<b>28. Responsibilities</b>
<ul style="list-style-type: none"><li>• Responsibility for key activities is held by Sonia McCourt through her team leaders – Graeme Staddon for meter reading field based team and Pauline Gardiner for the office based team</li></ul>
<b>29. People required to backfill positions</b>
<ul style="list-style-type: none"><li>• The teams will support each other</li><li>• Additional resource for meter reading could be sourced through Kemac Services</li></ul>
<b>30. Suppliers</b>
<ul style="list-style-type: none"><li>• Kemac Services</li></ul>

## Flu Pandemic Contingency Plan – Metering Services

### Key Activities

Business Area: **Metering Services**

Key Activities	Comments & Prep Work	Priority	Percentage absent & activity level (N/R/S)				Resume normal activity	Responsibility
		H/M/L	10	20	30	>30		Job title
Collection of scheduled meter reads	Liaison with outsource partner to ensure reads continue	H	N	N	N	N	Following the end of the crisis, should be restored to normal working and back logs prioritised	Metering Services Manager
Collection of ad-hoc meter reads	Liaison with outsource partner to ensure reads continue	H	N	N	N	R	Following the end of the crisis, should be restored to normal working and back log prioritised	Metering Services Manager
Billing of scheduled meter reads	Seek support from other areas or employ temps billing must continue due to financial impact to the business	H	N	N	N	N	Following the end of the crisis, should be restored to normal working and back log prioritised	Metering Services Manager
Rebilling of DG8 critical meter reads..	Seek support from other areas or employ temps billing must continue due to financial impact to the business and impact with regulator	M	N	N	N	R	Following the end of the crisis, should be restored to normal working and back log prioritised	Metering Services Manager

## Flu Pandemic Contingency Plan – Metering Projects

<b>Pandemic Influenza Plan: Metering projects</b>
31. Departmental overview
<p>Metering projects are responsible for the installation of meters for change of hands and meter options ensuring targets agreed with OFWAT are met. The department is made up of approx 11 FTE and operate from Staines and Rickmansworth</p> <p>Our contractor is also co-located in Rickmansworth office, likely they would also be effected.</p> <p>Opening hours 08:00 – 17:00 M-F</p>
32. Key activities
<ul style="list-style-type: none"><li>• Contract management</li><li>• Recording of accurate meter information to the billing system HiAffinity</li><li>• Ensure work is raised to contractor</li></ul>
33. Responsibilities
<ul style="list-style-type: none"><li>• Responsibility for key activities is held by Simon Murray through his team leader – Vanessa Maskell</li></ul>
34. People required to backfill positions
<ul style="list-style-type: none"><li>•</li></ul>
35. Suppliers
<ul style="list-style-type: none"><li>• Clancy Docwra – installation of new meters, customer contact etc</li></ul>

## Flu Pandemic Contingency Plan – Metering Projects

### Key Activities

Business Area: **Metering Projects**

Key Activities	Comments & Prep Work	Priority	Percentage absent & activity level (N/R/S)				Resume normal activity	Responsibility
		H/M/L	10	20	30	>30		Job title
Contract management	Liaison with outsource partner to ensure meter installations continue to meet targets	H	N	N	N	N	Following the end of the crisis, should be restored to normal working and back logs prioritised	Metering Services Manager
Recording of accurate meter information to the billing system HiAffinity	Need to ensure all details passed from contractor are up dated on the system	H	N	N	N	N	Following the end of the crisis, should be restored to normal working and back log prioritised	Metering Services Manager
Customer liaison and contact by contractor	Need to ensure customer queries are processed	H	N	N	N	N	Following the end of the crisis, should be restored to normal working and back log prioritised	Metering Services Manager

## Flu Pandemic Contingency Plan – Corporate Responsibility Services

<b>Pandemic Influenza Plan: <i>Corporate Responsibility Services</i></b>	
36. Departmental overview	
	The department is responsible for the development, facilitation and deployment of management systems to meet the business needs. This includes working with all departments to ensure compliance with company policies and externally verifiable standards covering quality, health and safety, environmental and risk management.
37. Key activities	
	<ul style="list-style-type: none"><li>-Management system development and deployment and maintenance of certification</li><li>-Audit Inspection and review</li><li>-Risk Identification and Investigation</li><li>-Information review and dissemination, including reporting serious incidents to HSE</li></ul>
38. People required to backfill positions	
	As a support service, the activities performed will not affect the ability of the business to deliver the core activities. Under extreme, short duration events, the role would be to support and advise the business on significant risks to staff.
39. Suppliers	
	<ul style="list-style-type: none"><li>• Non Applicable</li></ul>

## TVW Flu Pandemic Plan – Corporate Responsibility Services

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Key Activities	Comments & Prep Work	Priority	Percentage absent & activity level (N/R/S)				Resume normal activity	Responsibility
			H/M/L	10	20	30		
Management system development and deployment	Working with departments to ensure compliance with externally verifiable standards to meet business needs	M	R	R	S	S	Pick up with departments on development and identify and prioritise areas for review and development	Nick Hobbs Quality Manager
Audit Inspection and review	Review audit and inspection plan and adjust depending on availability of staff and significant H&S issues	M	R	R	R	R	Always have a resource available to help improve the process management of the impact of low staff numbers	Pay Hay Q A Adviser and Hans Pinkard H&S Adviser
Risk Identification and Investigation	Identify and support management of significant risks, including post incident or significant H&S issues	M	R	R	R	R	Maintain support to review risks associated with pandemic	Celine Maimaran and Hans Pinkard
Information review and dissemination	Review and communicate right information to the right people. Other reporting and non urgent communication stopped.	M	R	R	R	R	Maintain review of information related to pandemic.	Celine Maimaran
People Management	Ensure the right support is available to the business.	M	R	R	R	R	Prioritise support for managing pandemic	Liz Allen Head of CRS
Coaching, facilitation and support	Helping to ensure objectives are delivered	M	R	R	S	S	Development work put on hold until staffing levels increase	

## TVW Flu Pandemic Plan – Customer Operations Department

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<b>Pandemic Influenza Plan: Customer Operations Department</b>
<b>40. Departmental overview</b>
<p>Customer operations are responsible for</p> <ul style="list-style-type: none"><li>• Operating the network.</li><li>• Customers response</li><li>• Ensuring the delivery of wholesome water</li><li>• Complying with OFWAT's DG's.</li></ul> <p>The team is made up of HOD, 4 Customer Operations Managers, 1 Leakage Operations Manager, total of 12 team leaders, approximately 60 CST's and approx 36 LCT's and leakage contractors. Most of the team is field based using J slates and heavily reliant on IT systems to carry out their work.</p>
<b>41. Key activities</b>
<ul style="list-style-type: none"><li>• To provide wholesome water to our customers at a reasonable pressure 24/7</li><li>• Water to be available for domestic, commercial and firefighting purposes</li></ul>
<ul style="list-style-type: none"><li>• Activities have been prioritised against their urgency and all staff would be aware of the new priorities</li><li>• Contractor staff would be used to supplement Leakage team in order that LCT's can be used to support CST team 24/7</li><li>• Those jobs with a lower priority would be delayed until staff were available to carry out the activity</li><li>• Standby (to ensure 24/7) would be covered by requesting an increase in standby frequency (with assoc. increase of payments)</li></ul>
<b>42. Responsibilities</b>
<ul style="list-style-type: none"><li>• Responsibility for Key Activities is jointly held by the COM team (Matt Rowlatt, Terry Rigby, Phil Adams, Buffy Wilson &amp; Karl Moy) with assistance from team leaders (see family tree)</li></ul>
<ul style="list-style-type: none"><li>• All COM's are equally responsible and will support all areas as required</li></ul>
<b>43. People required to backfill positions</b>
<ul style="list-style-type: none"><li>• LCT's will backfill CST role, team leaders will support adjacent team leaders areas, COMs will support all areas as required</li></ul>
<b>44. Suppliers</b>
<ul style="list-style-type: none"><li>• McAlpines - contractors for repair and maintenance of network, provide their own materials to an extent with support from TVW (24/7 service)</li><li>• DLO – contractors for repair and maintenance of network, provide their own materials to an extent with support from TVW (24/7 service)</li><li>• Water Direct – suppliers of bulk water supplies (24/7 service)</li></ul>

## TVW Flu Pandemic Plan – Customer Operations Department

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Key Activities	Comments & Prep Work	Priority	Percentage absent & activity level (N/R/S)				Resume normal activity	Responsibility
			H/M/L	10	20	30		
rechargeables	Each job type should be prioritised as to cost benefit to Company v. loss of water	M	N	R	S	S	Following end of crisis, should be restored to normal working and backlog prioritised over new jobs	COM + TL's
burst mains	All bursts (visible leaks) should be prioritised due to hose pipe ban	H	N	N	N	N	Unaffected	COM + TL's
leakage	Visible leaks should continue to be located and mended but other work could be phased out if the crisis continues in order to reallocate staff	M	N	R	S	S	Following end of crisis, should be restored to normal working and backlog prioritised over new jobs	Leakage Operations Manager and Leakage TL's
flooding	Minimised where possible	M	N	N	N	N	Following end of crisis, should be restored to normal working	COM + TL's
no water	customers should be contacted and taken through a questionnaire prior to CST being dispatched	H	N	N	N	N	Following end of crisis, should be restored to normal working	COM + TL's
poor pressure	Customers could be contacted by phone and then letter rather than visited, same service for domestic v. commercial?	L	N	R	S	S	Following end of crisis, normal service should resume once backlog of Med priority jobs restored	COM + TL's
Water Quality	Wholesome water must be supplied, could request from WQ services that CST attendance requested by Ops Scientist only following risk assessment and alternative means.	H	N	N	N	N	Following end of crisis requests for CST attendance back to normal i.e. not always Ops Scientist	COM and WQ Manager – operations
regulations	Hi risk sites could continue to be assessed if also in a low P area, other work could be phased out	M	N	R	S	S	Following end of crisis, should be restored to normal working with backlog of work being prioritised	WQ Manager - regulations

## TVW Flu Pandemic Plan – Customer Operations Department

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renewals	minimal support during crisis - could be pre-agreed and response from OFWAT requested.	L	N	R	S	S	Following end of crisis, normal service should resume once backlog of Med priority jobs restored	COM + TL's
developer services	minimal support during crisis - agree key activities in advance	L	N	R	S	S	Following end of crisis, normal service should resume once backlog of Med priority jobs restored	COM + TL's
Fire Services	Liaison with Fire Services prior to crisis could allow some less crucial work to be stopped i.e. leaking FH replacement, whilst support for fires etc remain unaffected throughout.	H	N	N	N	N	Once crisis over then normal activities should resume with those jobs not carried out being targeted once backlog of R&M jobs restored	COM + TL's
Incidents	All hands on deck!	H	N	N	N	N	Unaffected	ALL

## Flu Pandemic Contingency Plan – Network Services

### Pandemic Influenza Plan: Network Services

#### 45. Departmental overview

The department manages the repair and maintenance function of the network. Ensuring the correct levels of resources is available to complete leakage and customer driven works.

This function is completed by two main resource pools, being Alfred McAlpines (managed by the Contract Liaison Manager – Ian Lawrie) and the Direct Labour Organisation (managed by the DLO Manager – Mike Bullivant).

Staff are based across the entire company area and at most company sites. Both organisations supply stand by teams 24/7 - 365 days a year. To meet the need of emergency repairs.

Along with the management of the actual operation comes the key area of financial audit and facilitating / monitoring the payment cycle for both Alfred McAlpines and Sub contractors and reinstatement contracts for the DLO.

#### 46. Key activities

The primary activities are to ensure that 'no-water' incidents due to mains / service failures are repaired in a timely fashion to meet DG3 requirements. To repair visible and non visible leakage to meet company priority levels.

Along with the above there are various other day to day activities including repair of F/H and customer driven activity i.e.: relay communication pipes and replacing stop taps.

Key behind the scene activities to enable the above are detailed below, in brief and can viewed in more detailed in Appendix: 1.

- Sending Street works notification to L.A.
- Facilitating the payment process to MCA
- Auditing financial payment requests
- Data entry in relation to staff time sheets
- Auditing physical quality of works

There is no option in the main for working from home for field based staff as the function they carry out dictates them being at the location. Potentially all office based staff could in fact work from home with the use of lap tops and razing into to the corporate system however if staffing levels drastically reduced then the speed of this operation could present difficulties. They could work from any company site closest to their home address.

#### 47. Responsibilities

The overall department responsibility lies with Karen Miller (H.O.D.) but the department is really split into two key areas the contract audit team managed by Ian Lawrie and the DLO managed by Mike Bullivant. Some but not all of the functions carried out within the contract audit team could be temporarily suspended especially if an agreed payment mechanism is in place with suppliers detailed below.

The management team detailed above can support each other in the

## Flu Pandemic Contingency Plan – Network Services

eventuality of any party being absent with the addition of Carol Syme contract audit team leader and Jason Forster Support Services Team Leader DLO also being able to help assist cover the respective management roles.

DLO Team leaders (Keith Bothick, Geoff Rhodes, John Gee, Gavin Jackson, Steve Gardiner, Chris Wood, Steve Mcglone, and Steve Trollope) are responsible for the supervision of all gangs and Field Technicians working the patch regardless of direct employment or sub contract labour status, for the DLO Team.

The support services team leader (Jason Forster) is responsible for all admin functions completed within the DLO department.

Contract Audit Team Leader (Carole Syme) is responsible for the day to day supervision of the Field / Financial Audit staff.

### 48. People required to backfill positions

The following staff could assist with the admin / planning function within the team for the core activities that must be enabled to continue throughout all potential scenarios. Some could also assist with supervision of teams as required.

- Sandra Woolf
- Carole Syme
- Barrie Hills
- Ken Rutter
- Keith Crawford
- Radhika Vadar
- Karen Burroughs

### 49. Suppliers

TVW Stores – Supply of fittings materials  
TVW IT department – Continued support for J-Slate / Planning / noticing tools.  
Eamon Davies – Reinstatement services  
Embils – Reinstatement services  
M & S water services – Supply of gangs  
Essential water services – Supply of gangs  
Ultra Flow – Supply of gangs  
Mosley Molling – Supply of gangs and deep excavation assistance  
John Cotter – Supply of Heavy plant for burst scenario.  
Alfred McAlpines – Supply of gangs and reinstatement services.

## Flu Pandemic Contingency Plan – Network Services

### Appendix 1

Key Activities	Comments & Prep Work	Priority	Percentage absent & activity level (N/R/S)				Resume normal activity	Responsibility
			H/M/L	10	20	30		
Response to visible leakage	Mutual aid agreement between DLO and MCA	H	N	N	N	R		DLO Manager
Response to non visible leakage	Mutual aid agreement between DLO and MCA	H	N	N	N	R		DLO Manager
Response to non leakage / customer driven activity	For example F/H – ST3/2 even if paid for. Project work currently completed by DLO	M	N	R	R	S		DLO Manager
Sending of street works notices to L.A.	The questions should be asked of the L.A. if at point they would except a reduced level of noticing or allow retrospectively noticing once crisis over	H	N	N	N	N		DLO Manager
Data entry of time sheets onto TECS system for TVW staff	This will not effect payroll, but will effect unit costs until catch up completed when normal staff levels resumed	L	N	R	S	S		DLO Manager
Completion of reinstatement following gang works	Discussion with L.A. should take place about extend periods of DWA in the eventuality of a pandemic. Move to interim reinstatement if needed	H	N	N	R	R		DLO Manager
Completion of Gang and FT audits	By DLO Team Leaders	L	N	R	S	S		DLO Manager
Completion of time sheets and data capture sheets	By DLO Team Leaders	L	N	R	S	S		DLO Manager
Completion of monthly reporting	Support Services Team Leader to be redirected to support	M	N	S	S	S		DLO Manager

**Flu Pandemic Contingency Plan – Network Services**

	planning function							
Planning Gang and F.T. schedules		H	N	N	N	N		DLO Manager
Stores Support to Gang and F.T.'s	Function to be supported by FT's as required	H	N	N	N	R		DLO Manager
Coordination of Reinstatement in the DLO South area		H	N	N	N	N		DLO Manager
Payment cycle with sub contract labour force & reinstatement contractors & MCA	On account payment method to be agreed in advance / coupled with adjustment to payments following resume to normal staffing levels to ensure contractor continuity during the period, trigger point being S.	H	N	N	N	S		DLO Manager / Contract Liaison Manager
Physical Auditing of TVW contracts	Auditing staff can be redeployed to assist supervision of R&M contracts if staff levels become critical	H	N	N	R	S		Contract Manager Liaison
Financial Auditing of TVW contracts	Office Auditing staff can be redeployed to assist with admin / noticing R&M contracts if staff levels become critical. Subject to on account payment agreement	H	N	N	R	S		Contract Manager Liaison

## Flu Pandemic Contingency Plan – Network & Leakage Performance

<b>Pandemic Influenza Plan: Network and Leakage Performance</b>	
50. Departmental overview	
	Network and Leakage Performance provide an integrated network to an agreed condition and serviceability at optimum cost that is capable of delivering service to customers. They have an obligation to deliver the leakage target.
	•
51. Key activities	
	<ul style="list-style-type: none"> <li>• modelling support to operations including standby for emergencies</li> <li>• Failure of dma systems leading to reduced leakage monitoring</li> <li>• Failure of PRV systems through reduced maintenance</li> <li>• failure to monitor and mitigate against DG2 for the summer</li> <li>•</li> </ul>
	<ul style="list-style-type: none"> <li>• <i>Highest risks have been mitigated by transfer of staff from non priority work</i></li> </ul>
52. Responsibilities	
	<ul style="list-style-type: none"> <li>• <i>Richard Burd is responsible for modelling support during incidents. Steve Eeles is responsible in ensuring that DG2 and poor pressure areas are defended especially during summer months</i></li> <li>• <i>Mat Pacalin is responsible for ensuring that critical maintenance is carried out on prvs and other field systems</i></li> </ul>
	<ul style="list-style-type: none"> <li>• <i>Each of the above can provide support to each other</i></li> <li>• <i>Departmental Heads to Liaise with MACE to make sure any delays in providing information to them for capital schemes is properly communicated</i></li> <li>• <i>During the period designated as being subject to a pandemic the Department will be run so that any of the following can assume responsibility for meeting company objectives (Patrick Campbell, Richard Burd, Mat Pacalin, Steve Eeles, Eliane Algaard). No specific training is required. There is the assumption that normal managerial responsibilities currently required for PTC and the departments will not be needed.</i></li> </ul>
53. People required to backfill positions	
	<ul style="list-style-type: none"> <li>• <i>Eliane Algaard's team can provide field support if required in an incident</i></li> </ul>
54. Suppliers	
	<ul style="list-style-type: none"> <li>• <i>N/A</i></li> </ul>

## Flu Pandemic Contingency Plan – Network & Leakage Performance

Key Activities	Comments & Prep Work	Priority	Percentage absent & activity level (N/R/S)				Resume normal activity	Responsibility
			H/M/L	10	20	30		>30
Design data to MACE	Priority based decision	M	R	R	R	R		Dept Managers
Operational support for modelling	Essential	H	N	N	R	R		Richard Burd (PTC, EA, MP, SE in reserve)
Maintenance of PRVs and field systems	Essential	H	N	R	R	R		Mat Pacalin (PTC, EA, SE, RB) in reserve
DG2 and low pressure mitigation	Essential for summer months	H	N	R	R	S		Steve Eeles (PTC, RB, EA, MP) in reserve

## Flu Pandemic Contingency Plan – Performance Delivery

<b>Pandemic Influenza Plan: Performance Delivery</b>	
55. Departmental overview	
	<ul style="list-style-type: none"><li>• <b>Continuous improvement on Network processes</b></li><li>• <b>Implementation of new processes</b></li><li>• <b>Management of Street Works</b></li></ul>
56. Key activities	
	<ul style="list-style-type: none"><li>• <i>Receiving calls relating to dangerous reinstatement</i></li></ul>
	<ul style="list-style-type: none"><li>• <i>Calls can be taken by other members of staff within section or in extremis in the Contact Centre.</i></li></ul>
57. Responsibilities	
	<ul style="list-style-type: none"><li>• <i>Janet Payne</i></li></ul>
	<ul style="list-style-type: none"><li>• <i>Yes</i></li></ul>
58. People required to backfill positions	
	<ul style="list-style-type: none"><li>• <i>Full cover in depth within section</i></li></ul>
59. Suppliers	
	<ul style="list-style-type: none"><li>• <i>NA</i></li></ul>

NB All other actions are non critical and could be deferred or delayed for 3 month periods. Within the section there are 4 experienced middle managers/team leaders with Network Experience, One senior manager with Operations experience and four general clerical staff who could be redeployed should needs arise.

<b>Pandemic Influenza Plan: Production Karstic Department</b>	
60. Departmental overview	
<p>The Production Department is responsible for the abstraction, treatment and storage of potable water to customers throughout the Three valleys Water area.</p> <p>The Department operates over 90 treatment works (WTWs), 160 service reservoirs and water towers, and numerous pumping stations, with a staff of 105.</p> <p>The main sources of raw water are the River Thames, from which water is abstracted at Sunnymeads, Egham, Chertsey and Walton, and almost 100 boreholes located across the Eastern and North London regions of the Company's area.</p> <p>The Production Karstic Department is specifically responsible for 2 large treatment works, namely Clay Lane &amp; North Mymms, 13 pumping stations, 4 Water Towers, 4 Reservoirs and 17 booster stations.</p>	
61. Key activities	
<p>The core departmental activities are</p> <ul style="list-style-type: none"> <li>- abstraction</li> <li>- treatment</li> <li>- pumping</li> <li>- storage</li> <li>- maintenance.</li> </ul> <p>The key activities are described in Appendix 1.</p>	
<p>The key activities would be maintained at all times. Maintenance activities would be reduced in the event of losing a large number of key staff. There is little option for working from home as the majority of activities take place on site. Secondary activities such as CAPEX, training, meetings would be reduced and prioritised following Appendix 1.</p>	
62. Responsibilities	
<p>Day to day activities are carried out by production technicians &amp; production process technicians based at the two large treatment works. These are supported by other members of the team dependant on the requirements to ensure the area operates efficiently and smoothly. Additional support is provided by the Manager, Team leader, Process Engineer and Technical support staff all contribute with the organisation of the technicians and operative under such circumstances.</p> <p>The Production Manager, Mick Jackman, has the overall responsibility of the Department. His deputies are John Woods (Team leader) and Ben Hayward (Process Engineer).</p>	
<p>Stephen Pople (Production Technician) can also provide additional support if the team leader is unavailable.</p>	
63. People required to backfill positions	
<p>The following staff could assist the Department. Firstly, other staff from the Production Department. Secondly, the named staff below may also be able to assist</p> <p>Andrew McAlinden, Chas Kirk, Sarah Cunliffe, Steve Oxtoby, Steve Brown, Ian Newbury, Phil Ansty Jason Ritchie.</p>	
64. Suppliers	
<p>The key suppliers to Production Karstic are:</p> <p>Albion / WTS (Brentagg): supply of most chemicals.</p> <p>Atlas Copco - supply of maintenance services if required.</p> <p>BOC – Liquid Oxygen and Sulphur Dioxide Gas.</p> <p>ESS – Membrane Repairs and Engineering support services.</p> <p>EDF – electricity for operational sites</p> <p>Morrison's – HV (High Voltage) Network Support</p> <p>RS Components – Emergency Parts.</p>	

**TVW Flu Pandemic Plan – Production Karstic**

Key Activities	Comments & Prep Work	Priority	Percentage absent & activity level (N/R/S)				Resume normal activity	Responsibility
		H/M/L	10	20	30	>30		Job title
Abstraction	Essential activity	H	N	N	N	N		Production Manager
Treatment	Essential activity	H	N	N	N	N		Production Manager
Pumping	Essential activity	H	N	N	N	N		Production Manager
Storage	Essential activity	H						Operations Control Manager
Pumping (LOS)	Prioritise	M/L	N	N	N	R		Production Manager
Maintenance	Prioritise	M/L	N	N	N	R	Backlog will need to be prioritised.	Production Manager / Team Leader
CAPEX	Support where resources are available	L	R	R	R	S	May be unable to resume until 6 months after end of pandemic	Production Manager/ Team Leader
Reservoirs inspections	Where resources are available	M/L	R	R	R	R		Production Manager Team Leader
Security checks	Routine where resources available, alarms maintain response	M/H	R	R	R	S		Production Manager
Incidents	All spare resources to help	H/M	N	N	N	N		Production Manager
Training	Prioritise	M	R	R	R	S		Production Manager
Meetings	prioritise	M	R	R	R	S		Production Manager

## TVW Flu Pandemic Plan – Production Small Sites

<b>Pandemic Influenza Plan: Production Small sites Department.</b>
<p>65. Departmental overview</p> <p>The production department is responsible for the abstraction, treatment and storage of potable water to customers through out the Three Valleys Water area. The department operates over 90 treatment works (WTWs), 160 services reservoirs and water towers, and numerous pumping stations, with a staff of 105. The main sources of raw water are the river Thames from which water is abstracted at Sunnymeads, Egham, Chertsey, and Walton, and almost 100 borehole sites located across the Eastern and North London Regions of the company's area.</p> <p>The Small sites Production Department is split into 4 area's Amersham, Luton, Stevenage and Harlow/Saffron with its pumping stations reservoirs and towers.</p>
<p>66. Key activities</p> <p>The core departmental activities are:-</p> <p style="text-align: center;">Abstraction Treatment Pumping Storage Maintenance</p> <p>The key activities are described in Appendix 1.</p>
<p>The key activities would be maintained at all times. Maintenance activities would be reduced in the event of losing a large number of key staff. There is little option for working from home as the majority of activities take place on site. Secondary activities such as CAPEX, training, meetings would be reduced and prioritised following Appendix 1.</p>
<p>67. Responsibilities</p> <p>Day to day activities is carried out by the technicians on site. The technicians are base in each of the 4 areas and deployed by the Team leaders to carryout the work in their area. Team leaders, engineers, and managers would be there to assist with the organisation of the technicians under such circumstances.</p> <p>The Production manager Dave Kimpton, has overall responsibility of the department. His deputies are Kevin Gumm, Derek Fieldsend, Ron Blackwell, and Tracy Coleman. (Team leaders)</p>
<p>In the absence of all named above, the 2 engineers Ian Bierman, Gerald Doocey with Alison Marsh and Julian Bridgeman to support if required.</p>
<p>68. People required to backfill positions</p> <p>The following staff could assist the department. Firstly, other staff from the Production Department. Secondly, the named staff below may also be able to assist, Marc Arietti, Bernice Edwards, Steve Farrell, and Andy McAlinden.</p>
<p>69. Suppliers</p> <p>The key suppliers to the Production Small sites are:-</p> <p>WTS supply of most chemicals British Salt Ltd EDF for our electricity supply for operational sites.</p>

**TVW Flu Pandemic Plan – Production Small Sites**

Key Activities	Comments & Prep Work	Priority	Percentage absent & activity level (N/R/S)				Resume normal activity	Responsibility
		H/M/L	10	20	30	>30		Job title
Abstraction	Essential	H	N	N	N	N		Production manager
Treatment	Essential	H	N	N	N	N		Production manager
Pumping	Essential	H	N	N	N	N		Production manager
Storage	Essential	H	N	N	N	N		Production manager
Pumping (LOS)	Prioritise	M/L	N	N	R	R		Production manager
Maintenance	Prioritise	H/M	N	R	R	R	Back log will need to be prioritised.	Production manager
CAPEX	Support where resources are available	M/L	R	R	S	S	Maybe unable to resume until 6 months after end of pandemic	Production manager
Reservoir inspections	Where resources are available	M/L	R	R	S	S		Production manager
Security Checks	Routine where resources available, alarms maintain response.	M/H	R	R	S	S		Production manager
Incidents	All spare resources to help	H/M	N	N	N	N		Production manager
Meetings	Prioritise	M	R	R	S	S		Production manager

## TVW Flu Pandemic Plan – Production Surface

<b>Pandemic Influenza Plan: Production Surface Department</b>	
70. Departmental overview	
<p>The Production Department is responsible for the abstraction, treatment and storage of potable water to customers throughout the Three valleys Water area.</p> <p>The Department operates over 90 treatment works (WTWs), 160 service reservoirs and water towers, and numerous pumping stations, with a staff of 105.</p> <p>The main sources of raw water are the River Thames, from which water is abstracted at Sunnymeads, Egham, Chertsey and Walton, and almost 100 boreholes located across the Eastern and North London regions of the Company's area.</p> <p>The Production Surface Department is specifically responsible for the 4 large surface works, namely Iver, Egham, Chertsey and Walton, its associated reservoirs and pumping stations.</p>	
71. Key activities	
<p>The core departmental activities are</p> <ul style="list-style-type: none"> <li>- abstraction</li> <li>- treatment</li> <li>- pumping</li> <li>- storage</li> <li>- maintenance.</li> </ul>	
The key activities are described in Appendix 1.	
<p>The key activities would be maintained at all times. Maintenance activities would be reduced in the event of losing a large number of key staff. There is little option for working from home as the majority of activities take place on site. Secondary activities such as CAPEX, training, meetings would be reduced and prioritised following Appendix 1.</p>	
72. Responsibilities	
<p>Day to day activities are carried out by technicians on site. Although most technicians are based on 1 site, deployment of technicians would be carried out in order to ensure the smooth running of all 4 sites. Team leaders, engineers and manager would be there to assist with the organisation of the technicians under such circumstances.</p> <p>The Production Manager, Karinn Locke, has the overall responsibility of the Department. Her deputies are David Miller and Kevin Martin (Team leaders).</p>	
<p>In the absence of all named above, the 2 engineers Umesh Lad and Tim Yearsley would also assist.</p>	
73. People required to backfill positions	
<p>The following staff could assist the Department. Firstly, other staff from the Production Department. Secondly, the named staff below may also be able to assist</p> <p>Chas Kirk Andrew Mc Alinden</p>	
74. Suppliers	
<p>The key suppliers to Production Surface are</p> <p>WTS : supply of most chemicals Deritend : supply of maintenance services if required EDF – electricity for operational sites</p>	

## TVW Flu Pandemic Plan – Production Surface

### Appendix 1 : Key Activities

Key Activities	Comments & Prep Work	Priority	Percentage absent & activity level (N/R/S)				Resume normal activity	Responsibility
			H/M/L	10	20	30		
Abstraction	Essential activity	H	N	N	N	N		Production Manager
Treatment	Essential activity	H	N	N	N	N		Production Manager
Pumping	Essential activity	H	N	N	N	N		Production Manager
Storage	Essential activity	H	N	N	N	N		Production Manager
Pumping (LOS)	Prioritise	M/L	N	N	R	R		Production Manager
Maintenance	Prioritise	H/M	N	R	R	R	Backlog will need to be prioritised.	Production Manager
CAPEX	Support where resources are available	M/L	R	R	S	S	May be unable to resume until 6 months after end of pandemic	Production Manager
Reservoirs inspections	Where resources are available	M/L	R	R	S	S		Production Manager
Security checks	Routine where resources available, alarms maintain response	M/H	R	R	S	S		Production Manager
Incidents	All spare resources to help	H/M	N	N	N	N		Production Manager
Training	Prioritise	M	R	R	S	S		Production Manager
Meetings	prioritise	M	R	R	S	S		Production Manager

## Flu Pandemic Contingency Plan – Operations Centre

<b>Pandemic Influenza Plan: Operations Centre</b>													
75. Departmental overview													
<p>The role of Supply is to utilise production facilities and distribution network to move and store and deliver water to customers at least cost. They also manage the balance of risk between production availability and likely demand (Cost being energy + chemicals).</p> <p>The Operations Centre is based at Clay Lane and has a minimum shift team of 2 people working 24/7 365 day a year. All production sites and increasingly network operations are monitored and remotely operated from the Operations Centre using the SERCK telemetry system.</p> <p>The Operations Centre provides a one stop shop for all key Operational activities.</p>													
76. Key activities													
<p>The priority is to keep the shift Operations Centre operating. At this level day based work would be reduced or stopped. This would include Project work and attendance at meetings. The Operations Centre needs to maintain the following Key activities as detailed in Appendix 1.</p> <ul style="list-style-type: none"> <li>• React to telemetry alarms</li> <li>• React to designated site alarms</li> <li>• Teleware production staff whereabouts</li> <li>• Managing water storage levels</li> <li>• Maintaining short term supply demand balance</li> <li>• Co-ordination of Production and Network activities</li> </ul>													
<p>There are 6 shift teams of two staff within the Operations Centre - for a short term period we could go down to a 4 teams with a reduction of 25% staff with no effect on essential tasks. We could go down to single manning on night shift and/or use the 3 day based staff back up on early and late shift 12+3 staff down to 5 equal's 65% reduction.</p> <p>There is little option for working from home for while the telemetry system can be accessed at home the security designated site system cannot. Also the view at home would be very restricted compared to the range of screens in the Operations Centre. One member of staff must always be at Clay Lane an option is for one member of staff to travel to either Hatfield or Egham as a more suitable location – this would have to be arranged at the time depending on which shift members where involved.</p> <p>Please see Appendix 1</p>													
77. Responsibilities													
Shift team are responsible for key activities and they are:													
<table border="1"> <thead> <tr> <th><b>Shift Operations Manager</b></th> <th><b>Shift Operations Technician</b></th> </tr> </thead> <tbody> <tr> <td>Darren Hewerdine</td> <td>Andrew Huxley - Richards</td> </tr> <tr> <td>Ian Johnson</td> <td>Dan Walker</td> </tr> <tr> <td>Charlotte Sutton</td> <td>Dave Cogan</td> </tr> <tr> <td>Andrew Pinner</td> <td>Sahr Fasuluku</td> </tr> <tr> <td>Nathalie Kelderman</td> <td>Mark Barton</td> </tr> </tbody> </table>	<b>Shift Operations Manager</b>	<b>Shift Operations Technician</b>	Darren Hewerdine	Andrew Huxley - Richards	Ian Johnson	Dan Walker	Charlotte Sutton	Dave Cogan	Andrew Pinner	Sahr Fasuluku	Nathalie Kelderman	Mark Barton	
<b>Shift Operations Manager</b>	<b>Shift Operations Technician</b>												
Darren Hewerdine	Andrew Huxley - Richards												
Ian Johnson	Dan Walker												
Charlotte Sutton	Dave Cogan												
Andrew Pinner	Sahr Fasuluku												
Nathalie Kelderman	Mark Barton												

## Flu Pandemic Contingency Plan – Operations Centre

Keith Turner	Owen Hall	
<p>The shift teams are there own deputies followed by:</p> <p>John Ireton – Control Manager Dave Redington – Control Engineer Vacancy – Control Engineer</p>		
<b>78. People required to backfill positions</b>		
<p>The following staff could assist one of the shift team in the Operations Centre with all their key activities:</p> <ul style="list-style-type: none"><li>• Don Gibson</li><li>• Keith White</li><li>• Mick O'Malley</li><li>• Matthew Webb</li><li>• Andrew McAlinden</li><li>• Ian Newberry</li><li>• Water Quality staff that use SCX</li></ul>		
<b>79. Suppliers</b>		
<p>Serck telemetry – Telemetry systems EDF – electricity for operational sites and Operations Centre TVW IT department for Intranet / Thin client to access stored information</p>		

## Flu Pandemic Contingency Plan – Operations Centre

### Appendix 1

Key Activities	Comments & Prep Work	Priority	Percentage absent & activity level (N/R/S)				Resume normal activity	Responsibility
		H/M/L	10	20	30	>30		Job title
React to Telemetry Alarms	Essential Activity	H	N	N	N	N	Unaffected	Shift team operation
React to Designated Site alarms	Essential Activity	H	N	N	N	N	Unaffected	Shift team operation
Teleware Production Site Whereabouts	Essential Activity	H	N	N	N	N	Unaffected	Shift team operation
Monitor Storage levels	Essential Activity	H	N	N	N	N	Unaffected	Shift team operation
Maintain short term Supply/Demand Balance	Essential Activity	H	N	N	N	N	Unaffected	Shift team operation and Control Engineer and Control Manager
Coordination of Network and Production activities	Essential Activity	H	N	N	N	N	Unaffected	Shift team operation
Manage daily abstraction licences	Could be done by Water Resources staff - Cost implications if stopped or reduced	M	N	R	R	S	Following end of crisis, should be restored to normal working	Shift team operation

## Flu Pandemic Contingency Plan – Operations Centre

Manage Monthly/annual abstraction licences	Could be done by Water Resources staff - Cost implications if stopped or reduced	M	N	R	S	S	Following end of crisis, should be restored to normal working within a few days	Control Engineer/Manager
Manage electricity usage - triad charges/load shedding/ standing reserve	Cost implications if managed below current standard. Activity minimal impact of shift teams time but would stop Standing reserve within 2 or 3rd week then reduced load shedding but try to hit triad avoidance unless compromises S/D balance	M/L	N	N	R	R	Following end of crisis, should be restored to normal working within 5 working days	Shift team operation
Projects by day based staff	Short term optional	L	R	S	S	S	Following end of crisis, should be restored to normal working within 10 working days	Control Engineer/Manager
Daily/weekly/monthly reports	Short term optional	M	N	R	R	S	Following end of crisis, should be restored to normal working within 5 working days	Control Engineer/Manager
Training	Prioritise depending on resource levels	L	R	S	S	S	Following end of crisis, should be restored to normal working within 5 working days	Control Manager
Team Meetings	Prioritise depending on resource levels	L	R	S	S	S	Following end of crisis, should be restored to normal working within 5 working days	Control Engineer/Manager

**Flu Pandemic Contingency Plans  
Water Quality Services**

**Pandemic Influenza Plan: Water Quality Services**

80. Departmental overview

The department is responsible for providing advice to all parts of the business regarding water quality.  
Water Quality Services are the main contact with the drinking water inspectorate and the health and local authorities. All compliance sampling is generated through the dept.

81. Key activities

- See table attached

There is some scope for some members of the team to work from home and some staff already use Portwise to access information on standby.

82. Responsibilities

Helen Clay-Chapman	Head of Water Quality
Eddie Lintott	Water Quality Manager - compliance
Kevin Woodbridge	Water Quality Manager - projects
Fiona Grant	Water Quality Manager - operations

83. People required to backfill positions

- The following staff could assist the department;
- Terry Burke
  - Richard Medhurst
  - Ian Soames
  - Robert Pleasants
  - Jim Forder

84. Suppliers

PalinTest – DPD tablets  
Scherring-Plough – Dichloroisocyanurate tablets ( Puritabs )  
Bottles – variety ordered by laboratory

**Flu Pandemic Contingency Plans  
Water Quality Services**

Key Activities	Comments & Prep Work	Priority	Percentage absent & activity level (N/R/S)				Resume normal activity	Responsibility
		H/M/L	10	20	30	>30		Job title
WQ advise to T100 & F&D water companies	Routine Activity	M	N	N	R	S	2-4 weeks depending upon situations	Head of Water Quality Services
WQ advice to network	Essential Activity	H	N	N	R	R	Review of network issues over period of reduced service. Expect 2-4 weeks to recover	Water Quality Manager - Operations
WQ advice to production	Essential Activity	H	N	N	R	R	Review of network issues over period of reduced service. Expect 2-4 weeks to recover	Water Quality Manager - Operations
Compliance sampling	Essential Activity	H	N	N	N	N	Normal	Water Quality Manager - Compliance
Operational sampling	Some tests could be postponed	M	N	R	S	S	Collect additional samples	Water Quality Manager - Compliance
Orthophosphate monitoring	Some monitoring could be reduced	M	N	R	S	S	Review of PO4 levels over period of reduced service. Expect 2-4 weeks to recover	Water Quality Manager - Operations
Response to unusual results	Essential Activity	M	N	N	R	R	Normal	
Incident management	Essential Activity	H	N	N	N	N	Normal	
DOMS / WSP	Project work	M	N	R	S	S	6-8 weeks depending upon suspended time	Water Quality Manager Projects
Commercial consultancy		M	N	N	R	S	6-8 weeks depending upon suspended time	Water Quality Manager Projects

## Flu Pandemic Contingency Plans IT Department

<b>Pandemic Influenza Plan: IT Department</b>
<b>85. Departmental overview</b>
<p>The IT department is responsible for providing and maintaining IT services across the Veolia Water (UK) group. These services include systems that support Asset Management (GIS, Ellipse, LIMS, FIS, etc) Billing (HiAffinity), Financial (Oracle) and HR (Oracle) business processes.</p>
<b>86. Key activities</b>
<p>The key priority is to keep the systems running and available to key staff across the businesses. The IT Operations Team need to maintain the following activities:</p> <ul style="list-style-type: none"><li>- Availability of telephony and network</li><li>- Availability of applications delivered via Thin Client</li><li>- Back-up process continues</li></ul>
<p>All key IT Operations staff have been provided with laptops to ensure access from home can occur to ensure the data centre can be remotely operated. Software agents have been loaded onto all key servers to establish an alarm system to notify IT Operations of failures.</p> <p>A revised home working infrastructure is being investigated to allow more users to gain access from personnel computers</p> <p>Succession planning has been taking place across the department at various levels. Within IT Operations the team leaders are rotating to act as the IT Operations Manager and the senior managers are standing in for the Head of IT during holidays.</p>
<b>87. Responsibilities</b>
<ul style="list-style-type: none"><li>• Jon Pratten – Department Head (overall IT responsibility)</li><li>• Martin Brown –Deputy</li><li>• Nick Burton – Applications Manager(user support for applications)</li><li>• Mark Seymour – Intranet and Internet Manager (managing and supporting the delivery of IT Services)</li><li>• Matt Lockie – IT Operations Manager (managing and supporting the delivery of IT Services)</li></ul>
<p>There is sufficient succession planning within the IT Operations to ensure deputies exist for each of the Team Leaders</p>
<b>88. People required to backfill positions</b>
<ul style="list-style-type: none"><li>• <i>By name, people who would be expected to carry out which activity?</i></li></ul>

**Flu Pandemic Contingency Plans  
IT Department**

89. Suppliers

- BT – Telephony and Telemetry
- HMS – Data Centre Environmental controls (Air conditioning, Fire and UPS)
- Vistorm – Citrix/Thin Client support
- HP – Hardware support
- Oracle – Database support

**Flu Pandemic Contingency Plans**  
**Laboratory services**

<b>Pandemic Influenza Plan: Laboratory Services</b>							
90. Departmental overview							
<p>The department is responsible for providing Regulatory compliance and operational analytical services (Organic and Inorganic Chemistry, Bacteriology, Algae and <i>Cryptosporidium</i> analyses) to the VWUK water companies – Three Valleys, Tendring Hundred and Folkestone &amp; Dover. The laboratories are UKAS accredited and comply with the ISO 17025:2005 Quality Management Standard.</p>							
91. Key activities							
<ul style="list-style-type: none"> <li>• See table attached</li> </ul>							
<p>Priorities relating to the significance of the analytical results in terms of public health and regulatory requirements have been identified. Reduced staffing resources shall be targeted at completion of those analyses identified as higher priority. Outsourcing shall be considered where necessary.</p>							
92. Responsibilities							
<table border="1" style="margin-left: auto; margin-right: auto;"> <tbody> <tr> <td>Richard Turner</td> <td>Head of Laboratory Services</td> </tr> <tr> <td>Kal Sidhu</td> <td>Quality Control Manager</td> </tr> <tr> <td> </td> <td> </td> </tr> </tbody> </table>		Richard Turner	Head of Laboratory Services	Kal Sidhu	Quality Control Manager		
Richard Turner	Head of Laboratory Services						
Kal Sidhu	Quality Control Manager						
93. People required to backfill positions							
<p>The following staff could assist the department;</p> <ul style="list-style-type: none"> <li>➤ Howard Hawkins</li> <li>➤ Peter Fargus (on secondment to TVW)</li> </ul>							
94. Suppliers							
<p>Aurora Scientific – sample bottles (chem. &amp; bacti)  VWR – range of chem. &amp; bacti consumables  Agilent – chem. Consumables  Oxoid – bacti consumables  Plus many other essential suppliers (ref risk/control register)</p>							

**Flu Pandemic Contingency Plans**  
**Human Resources**

<b>Pandemic Influenza Plan: Human Resources</b>
95. Departmental overview
<ul style="list-style-type: none"> <li>The HR department is responsible for providing support and advice to Three Valleys Water, primarily in the areas of recruitment and retention, employee relations, employee welfare and training and development.</li> </ul>
96. Key activities
<ul style="list-style-type: none"> <li>Recruitment &amp; Retention</li> <li>Training &amp; Development</li> <li>Employee Relations</li> <li>Remuneration</li> <li>Payroll</li> <li>Employee Welfare</li> </ul>
<p>There are 2 key priorities for the HR team during a flu pandemic</p> <ul style="list-style-type: none"> <li>Payroll – Is currently outsourced and managed by 3 individuals in TVW. In the event that all 3 are unavailable arrangements have been made for the external payroll provider to make payments based on the latest information available.</li> <li>General advice or information may be required on any HR related matters. This can be done remotely from home by a member of the HR team if required.</li> </ul>
97. Responsibilities
<ul style="list-style-type: none"> <li>Keith Luxon</li> <li>Greg Jackson</li> <li>Sue Johnstone</li> <li>Matthew Chilcott</li> </ul>
98. People required to backfill positions
<ul style="list-style-type: none"> <li>Helen Fordham</li> <li>Vanessa Hamshere</li> <li>Deborah Whiting</li> <li>Lisa Roadnight</li> </ul>
99. Suppliers
<ul style="list-style-type: none"> <li>ADP – Payroll Provider</li> <li>Grosvenor Health – Occupational Health</li> </ul>

## Flu Pandemic Contingency Plans Public Relations

Pandemic Influenza Plan: Public Relations	
100.	Departmental overview
>	The Public Relations department is responsible for the planned and sustained effort to establish and maintain goodwill and mutual understanding between Three Valleys Water and its publics (i.e. customers, employees, influencers, investors, media, government; suppliers, opinion-formers etc.)
101.	Key activities
	<ul style="list-style-type: none"><li>• Media Relations</li><li>• Community Support</li><li>• Stakeholder Relations</li><li>• Campaigns</li><li>• Major Works</li><li>• Crisis Communications</li><li>• Internal Communications</li><li>• Corporate Affairs</li></ul>
102.	People required to backfill positions
	<p>All the PR team have multi functional skills to greater and lesser extents.</p> <p>As a specialist support service, the core activities performed by Public Relations cannot be backfilled, although we have a media response team who are trained to deal with high volume media calls. A depleted team would benefit from additional administration support – this would need to be sourced at the time (depending on who was available).</p>
103.	Suppliers
	<ul style="list-style-type: none"><li>• NOMAD Graphique</li><li>• Carole Parsons Design</li><li>• Freelancers (ie Tracey Pastor/Jodi Pastorino)</li></ul>

APPENDIX III  
RISK REGISTER

## APPENDIX IV

# PROCEDURE FOR CONFERENCE CALLS

# Conference

## Procedures (Keypad)

To set up a conference between A B and C: - Up to 6 extensions can participate

Action at A	Result at A
Dial B	Connected to B
Press Recall Make call to C	B held.  If C is free: Ring tone.  When C answers: Connected to C B still held
Press Recall	<a href="#">Holding dial tone</a>
Dial *4	Connected to B and C
Repeat process for up to 6 extensions	