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**Wiltshire Council**

# **Wiltshire Council**

# **Corporate Business Continuity**

# **Guide**

## **V1.0 2024**



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### 3.1 Introduction

<p><b>Background Information</b></p>	<p>This Guide has been developed to meet the requirements of the Cabinet Office ‘Expectations and Indicators of Good Practice Set for Category 1 and 2 Responders’ and aligned to both the Business Continuity Institute ‘Good Practice Guide 2018’ and ‘ISO22301:2012’.</p> <p>This Guide provides both the strategic management framework within which the service restoration will operate and practical generic advice and information to help work towards recovery.</p> <p><b>It is the responsibility of Heads of Service to complete (or refresh) their Service’s BC plan at least once every 12 months. The contents of the plan then need to be disseminated throughout the service, so all staff are aware of what the plan contains.</b></p>
<p><b>Business Continuity Definition</b></p>	<p>The strategic and tactical capability of the organisation to plan for and respond to incidents and business disruptions in order to continue business operations at an acceptable predefined level.</p>
<p><b>Aim</b></p>	<p>The aim of this guide is to outline the procedures for the continuity of critical services delivered by Wiltshire Council through an incident.</p>
<p><b>Objectives</b></p>	<p>The objectives of this guide are:</p> <ul style="list-style-type: none"> <li>• To establish the organisational structure required to manage the corporate response to a business disruption</li> <li>• To identify priority 1 services</li> <li>• To identify the immediate actions to be taken in response</li> <li>• To outline the need for communications with staff, suppliers/partners and the public during an emergency or business disruption</li> <li>• To ensure the council continues to meet its statutory obligations as a Category 1 responder as defined in the Civil Contingencies Act 2004</li> </ul>
<p><b>Scope</b></p>	<p>This guide establishes how Wiltshire Council will provide continuity of its critical services though a disruption; including the prioritisation of services for recovery. The guide will not supersede service level arrangements to respond to minor disruption.</p>
<p><b>Links to other plans</b></p>	<p>This guide links to:</p> <ul style="list-style-type: none"> <li>• Incident Response Guide</li> <li>• Recovery Guide</li> <li>• Wiltshire Council Service Level Business Continuity Plans</li> </ul>

### 3.2 Activation

#### 3.2.1 Incident Notification

Every member of staff has a responsibility to bring to the attention of their line manager any situation which might lead to the requirement to activate their Service Level Business Continuity plan or the Corporate Business Continuity Guide. The line manager should then discuss with the head of service the level of response that is required to the incident. With further escalation to Director level as required.

Notification of a business disruption incident that needs coordination at a council-wide level should be given to Emergency Planning On-call (EP On-call).

#### 3.2.2 Activation Triggers

The Wiltshire Council Corporate Business Continuity Guide (CBC) will be invoked in response to an incident with the potential to impact the delivery of critical services due to the following impacts (not limited to):

Impact	Examples
Staff shortage	<ul style="list-style-type: none"> <li>• Pandemic influenza / communicable disease</li> <li>• Adverse weather causing transport difficulties</li> <li>• Industrial action</li> <li>• Fuel shortage</li> <li>• Response to external emergencies</li> <li>• Acts of terrorism (fear of attending workplace)</li> </ul>
Loss of Access	<ul style="list-style-type: none"> <li>• Fire</li> <li>• Flood</li> <li>• Act of terrorism</li> <li>• Unsafe building</li> <li>• Adverse weather conditions</li> <li>• Security threat</li> </ul>
Loss of ICT	<ul style="list-style-type: none"> <li>• Loss of server access</li> <li>• Loss of power</li> <li>• Loss of information</li> <li>• Cyber attack</li> </ul>
Loss of Communications	<ul style="list-style-type: none"> <li>• Power failure affecting phone exchange / server</li> <li>• Loss of service due to supplier issue</li> <li>• Industrial action on postal service</li> <li>• Adverse weather affecting postal service</li> </ul>
Loss of supply from external provider	<ul style="list-style-type: none"> <li>• Utility failure (gas, electric, water)</li> <li>• Supplier going into receivership</li> <li>• Adverse weather affecting supply</li> <li>• National power outage</li> </ul>
Fuel Shortage	<ul style="list-style-type: none"> <li>• Industrial action / Public Protest</li> <li>• Scarcity of supply</li> <li>• Technical issue with infrastructure</li> </ul>
Loss of transport routes	<ul style="list-style-type: none"> <li>• Wide-spread storm damage</li> <li>• Wide-spread flooding</li> <li>• Large-scale road traffic collision</li> </ul>

Resources overstretched	<ul style="list-style-type: none"> <li>Excessive demands on the service</li> </ul>
Financial loss	<ul style="list-style-type: none"> <li>Significant unexpected expenditure</li> </ul>
Loss of reputation	<ul style="list-style-type: none"> <li>Significant negative press coverage</li> <li>Loss of funding</li> </ul>

### 3.2.4 Business Continuity Activation

When an incident occurs with the potential to disrupt the Local Authority’s services, the Head of Service is responsible for determining if the incident can be managed by the Service or whether there is a requirement to notify EP On-call.

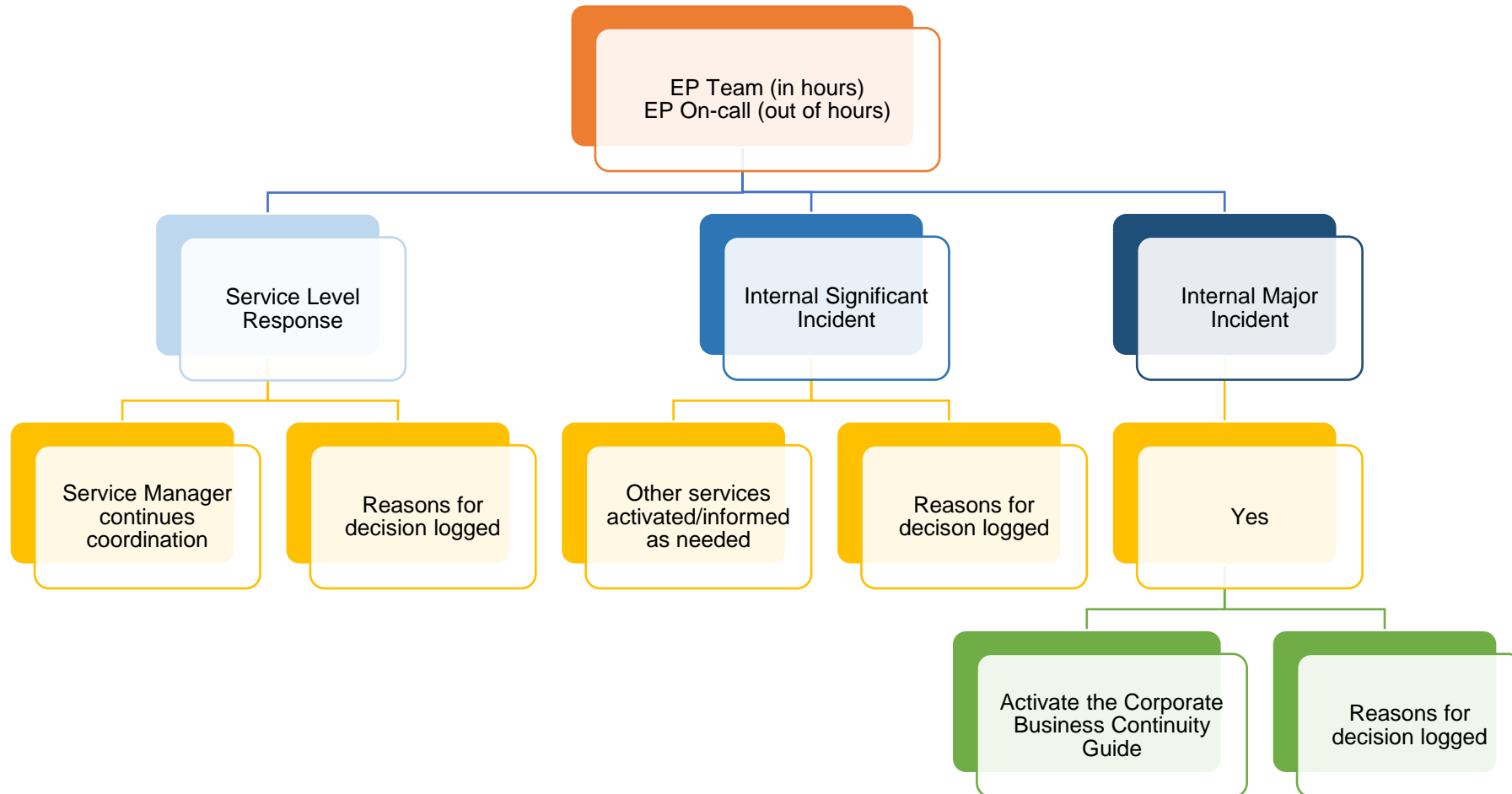
There are three levels of response, outlined below. They may all involve a single service, or multiple services, depending on the nature of the incident.

Level	Impact	Response
<b>Internal Minor Incident</b>	Relatively minor incidents that may result in limited disruption of services but involve no threat to health, no legal / statutory implications and pose no threat to Wiltshire Council.	Head of Service responds within their service with support from staff and other services as required
<b>Internal Significant Incident</b>	Incident with the potential to disrupt critical services and pose a potential threat to health, property, legal or statutory implications or pose a threat to Wiltshire Council.	Head of Service will notify their Director and Emergency Planning who can coordinate the response with support from internal services.
<b>Internal Major Incident</b>	Major Incident that will disrupt critical services and will significantly threaten health or life, legal or statutory implications or the reputation of Wiltshire Council.	The full Wiltshire Council response will be activated.

The Corporate Business Continuity Guide can be activated in response to an incident in progress or in response to a potential incident which could impact on the ability of the local authority to deliver critical services. The activation of this guide does not constitute the declaration of an Internal Major Incident, or the need for multi-agency support. This guide is most likely to be activated at the Significant or Major Incident levels.

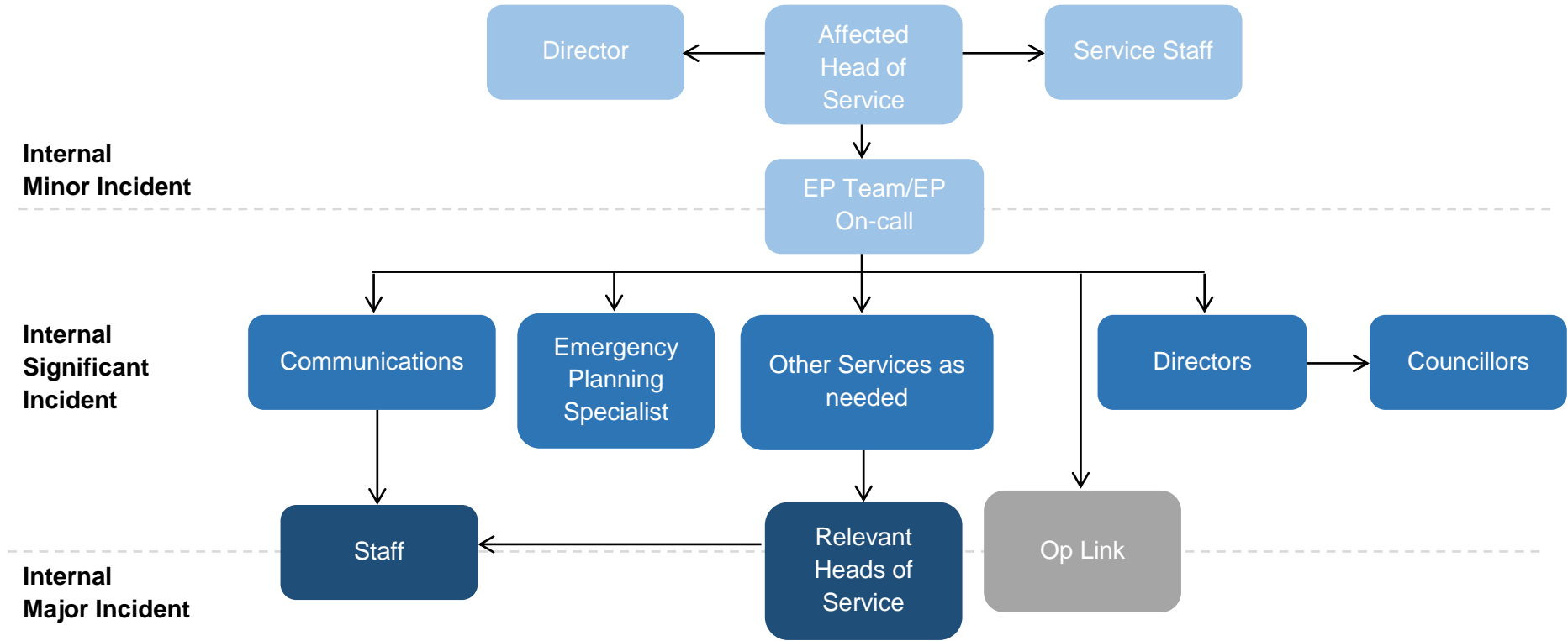
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### 3.2.3 Activation Process



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### 3.2.4 Response Activation



## 3.3 Incident Management

### 3.3.1 Response Structure

#### **Priority Levels**

All services are given an overall Priority rating of 1, 2 or 3. Priority 1 services are the most important to get back up and running first, followed by Priorities 2 and 3. Within services, their individual functions are given ratings of A-C (A most important), so it is clear which functions within services need to be brought back first.

#### **Strategic Response**

The most appropriate Director will be the strategic lead for Wiltshire Council. They have overall management of the business continuity response to a service disruption and, as required, the emergency response of the council.

The lead Director and CEO will set the aims and objectives for response. They will be responsible for setting the communications strategy and signing off external media messages whilst also ensuring the leader, Cabinet Members and Council Members are informed of the incident and any significant developments, alongside the Comms Team. The lead Director will also maintain an overview of the financial expenditure associated with the incident and will ensure that the required resources are made available to facilitate the response.

#### **Tactical Response**

The most appropriate Head of Service will be the tactical lead for Wiltshire Council. They are responsible for setting the tactics that will be adopted by Wiltshire Council to implement the strategy set by the lead Director.

In the event that the incident has resulted in both an internal incident and external emergency response, the lead Head of Service may consider nominating a deputy, if needed, to manage the service disruption and activating a secondary incident room.

The lead Head of Service can request the support of relevant Heads of Service or representatives from services to support the coordination of response to the disruption.

The lead Head of Service will ensure the continuity of Priority 1 and 2 services and coordinate support from Priority 3 services.

#### **Emergency Planning Specialist**

An Emergency Planning Specialist will be provided through the Emergency Planning Resilience and Response Team in hours and out of hours through EP On-call.

Emergency Planning will provide specialist advice as a tactical advisor to both the strategic and tactical representatives.



The Emergency Planning Specialist will provide a range of support to facilitate the overall coordination of the Council response, activation of services and provide supporting the lead Head of Service. They will advise on a recommended battle rhythm to ensure the production of Situation Reports to inform decision making at a strategic and tactical level.

### **Communications**

Communications will lead on the development of a communications strategy to be agreed by the lead Director. Communications will create both internal messages to staff and external messages to the media and public. They will also be responsible for monitoring information within the media and social media during the service disruption and relaying this information to the lead Head of Service and EP Team/Council incident Room.

### **Council Incident Room**

The Council Incident Room (CIR) can provide the central point for coordinating information during the service disruption. The Council Incident Room will be activated by Emergency Planning (in hours) or EP On-call (out of hours) following the procedures in the Council Incident Room plan. The Council Incident Room Manager will coordinate the response with support Council Incident Room staff; contact details can be found in the Emergency Contacts Directory.

#### Location

The Council Incident Room will be located in the Westwood Room, County Hall, in person, but may also be virtual, or have an online presence.

#### Role

The CIR/EP Team will collate the service level situation reports, produce the Wiltshire Council Situation Report and liaise directly with services reporting issues. They will also liaise with LRF partners.

### **Operational Response**

The operational response to the incident will be led by individual Heads of Service, and be coordinated through the Council Incident Room (CIR) in liaison with the lead Head of Service. This will involve the coordination of all services to effectively manage the response to the service disruption.

### **Heads of Service**

All Heads of Service will retain responsibility for implementing their service level business continuity plans. Priority 1 services will be required to ensure that they are able to continue the delivery of critical services and should raise any issues to the Council

Incident Room/EP Team. Priority 2, and 3 services will be required to maintain services unless direction is received from the lead Head of Service to suspend, reduce or significantly alter delivery.

All Heads of Service are required to complete (or nominate a member of the team to complete) the Service Level Situation Report (Appendix A). Services should highlight at the earliest opportunity any business critical services that require additional support to maintain delivery.

### **Facilities Management**

The Facilities Management team are responsible for the coordination of the response to impacts on premises managed by Wiltshire Council. They will also coordinate the moving of staff to new office locations.

### **ICT / Telephony**

The ICT Team are responsible for assessing the impacts of the service disruption on ICT infrastructure and applications. They will make a decision as to whether Disaster Recovery arrangements need to be activated and will coordinate the response of ICT and prioritise the recovery of applications for services. The telephony team will assess the impacts of the service disruption on the council telecommunications and will coordinate the recovery of Customer Services where needed.

### **Customer Services**

Customer Services are responsible for the communication of messages about the service disruption to the public through the Council phone lines, emails, apps and public information desks. Customer Services will also feedback from the public that will be fed to the Council Incident Room using the Service Level Situation Report (Appendix A).

## **3.3.2 Response Considerations**

### **Situation Reporting**

Heads of Service will be required to complete the service level situation report (Appendix A) on the level of impact of the service disruption. Services will report whether they are Red (critical services not covered), Amber (staff moved to cover critical roles and some impact in non-critical areas) or Green (limited or no impact). Heads of Service or their nominated deputy will send the service level situation report to [bcresponse@wiltshire.gov.uk](mailto:bcresponse@wiltshire.gov.uk) by the set deadline.

The Emergency Planning Team will collate the information from the service level returns into a centralised spreadsheet. They will contact any services reporting red or amber to identify if any additional support is required. The information will then be collated into a Wiltshire Council Situation Report (Appendix A) which will be sent to the lead Director,

CEO, lead Head of Service, Communications, Customer Services and wider as required. It is likely that a briefing will need to be issued to elected members as well.

The Wiltshire Council Situation Report can then be used to support decision-making and the provision of information to Councillors, staff and the public.

### **Logging**

All staff responding to a service disruption are required to ensure that they maintain a log of the information they receive, options considered, their decisions, actions and justification. The log will support staff in keeping track of the incident; facilitating the completion of tasks and supporting staff in the handover process. It may also serve as evidence for why certain decisions were taken, with the context held at the time. Expenses related to the incident should also be accurately recorded.

### **Communications**

The Comms Teams is responsible for developing the strategy for all communications with the public, customers, partners, staff and the media and will be supported by other responding staff, including the EP Team, lead Director and lead Head of Service.

#### ***Internal Communications***

Communications will prepare messages to be sent internally to staff. Messages will be sent at regular intervals to ensure that all staff are kept informed of the latest developments. Internal emails, staff notice boards and where appropriate the media will be used to send generic messages to all staff and notify staff of the actions that they should be taking. If significant numbers of staff are asked to stay at home or to work from home, consideration should be given to establishing a staff information phone line to keep staff updated.

It is the responsibility of Heads of Service to send information about their service to their staff.

The lead Director is responsible for briefing the Leader, Cabinet Members and Council Members. Internal emails to Councillors may be used to keep all Councillors informed during the incident.

During a power outage, communications will need to be carried out in person. This may be done through briefings at the main Council hubs, where staff can attend and hear the most up-to-date information on the response and recovery elements.

#### ***External Communications***

Heads of Service are responsible for notifying relevant partners, external contractors and customers through pre-existing channels.

The lead Director is responsible for agreeing key strategic messages for the public. The EP Team will liaise with the LRF, and activate Operation Link if needed.

The Communications Team will update information on the Council website, social media and send briefings to the media. This will inform the public of any disruption to services, advice on the impacts of the disruption and will be updated as the situation changes.

The Customer Services team will maintain the call centre as a Priority 1 service to ensure that customers can continue to contact the council. Information on the latest situation will be provided through the Situation Reports and the Council Incident Room.

### **Service Prioritisation**

**There is a list of services and their priority level in the appendices of this guide.**

HR, supported by relevant Heads of Service will plan whether services will be:

- Enhanced to respond to the service disruption / emergency
- Reduced in order to facilitate making resources available for higher priority services
- Suspended in order to enable the reallocation of resources

Decisions will be made by the Corporate Leadership Team, based on the council's capabilities, constraints and the needs of the community. Heads of Service will be required to implement any reallocation as determined by the Corporate Leadership Team.

### **Equipment**

Heads of Service will be responsible for ensuring that they have sufficient resources available to maintain the continuity of services and should have contact details in their business continuity plans for equipment required. Some services may be scaled down to make additional resources available.

If internal or external (multi-agency) mutual aid is required the lead Director will request this from neighbouring authorities.

### **Finances**

Heads of Service are responsible for creating a process and recording expenditure that is associated with the response to the service disruption. The finance team will request and collate the information during the period of disruption. The service teams should aim to move to a business as usual position at the earliest opportunity.

Heads of Service will be responsible for using and monitoring their available budget to respond to the service disruption and cannot expect funding to come from other sources.

The Finance Team will be responsible for reporting expenditure as a result of the service disruption at a high level. The finance team will work with Heads of Service to review and, where necessary, allow sufficient flexibility to ensure that we can respond to service disruption with agility to maintain the continuity of services (particularly Priority 1 Services).

The lead Director is responsible for reporting expenditure incurred to the Finance Department and will brief the Corporate Leadership Team at regular intervals on expenditure levels. The Directors, and Heads of Service have delegated powers to invoke additional expenditure if required in the event of a major incident. The Corporate Leadership Team will monitor the financial expenditure until formal stand-down by the local authority.

**Welfare**

All staff are required to consider their own personal welfare requirements to ensure their own personal safety. Further information on staff policies can be found on the Wiltshire Council Epic Hub SharePoint site.

**Redeployment**

If staff are redeployed to new duties (to maintain priority services) Heads of Service must facilitate safe working including the provision of relevant risk assessments, training and appropriate personal protective clothing or equipment. Particular care should be given to the redeployment of appropriate people to appropriate roles, taking into account personal circumstances. Where necessary, Occupational Health will be consulted prior, during and post event.

**Relocation**

In the event that one of the Council premises becomes unavailable as a result of the service disruption, there is the capability to move Priority 1 staff to alternative premises (primarily council hubs). Facilities Management are responsible for making the space available. Services at the receiving location may need to implement their business continuity plan to reduce or suspend services to make space for the additional staff.

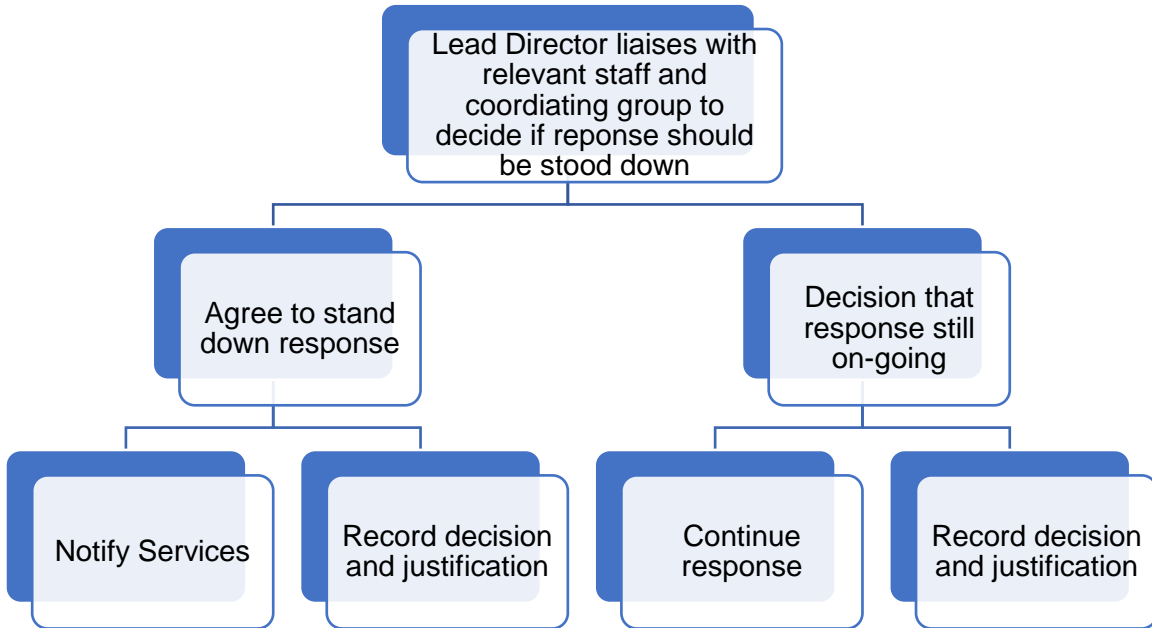
The following desk space has been identified at each of the council hubs: (TO BE UPDATED)

	County Hall		Monkton Park	Bourne Hill
	OCH	MECH		
<b>Total Standard Desk Capacity</b>	406	565	288	300
<b>Capacity in Break Out Areas</b>	97	364	271	50+
<b>High Seats Capacity in Break Out</b>	24	108		
<b>Total Meeting Rooms</b>	11	25	11	8
<b>Total Meeting Rooms Capacity</b>	108	136	136	82

Total	635	1173	695	432
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Human Resources will be responsible for providing guidance on the specific policies associated with working from an alternative location.

### 3.3.3 Stand Down Resources



3.4 Action Cards

3.3.1 Lead Director Action Card	
Role	Responsibilities
To lead on the strategic Wiltshire Council response to a business disruption.	<ul style="list-style-type: none"> <li>• Decision to declare Internal Major Incident</li> <li>• Maintain overall executive control</li> <li>• Liaison with elected members</li> <li>• Management of additional resources</li> <li>• Management of finance</li> <li>• Maintaining corporate reputation</li> <li>• Set Aims and Objectives for the incident</li> </ul>
Activation Process	Information Required
<pre> graph TD     A[Lead Head of Service] --&gt; B((Lead Director))             </pre>	<ul style="list-style-type: none"> <li>• Details of disruption</li> <li>• Services reporting red / amber impacts to business critical functions</li> <li>• Anticipated length of disruption</li> </ul>
	Advice Available from
Actions to Consider within the Role	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Start a personal log of the incident and record all information, options, decisions, justification and actions, request a loggist from the EP Team if required.</li> <li><input type="checkbox"/> Establish the strategic objectives of the response</li> <li><input type="checkbox"/> Devise the short, medium and long-term strategy for recovery</li> <li><input type="checkbox"/> Establish the communications strategy and approve external media statements before they are issued</li> <li><input type="checkbox"/> Resolve conflicts in response and recovery</li> <li><input type="checkbox"/> Approve significant expenditure</li> <li><input type="checkbox"/> Ensure the Council continues to meet statutory and legal requirements</li> <li><input type="checkbox"/> Authorise the implementation of the Corporate Business Continuity Guide</li> <li><input type="checkbox"/> Keep elected members informed</li> <li><input type="checkbox"/> Identifying a media spokesperson for the incident</li> <li><input type="checkbox"/> Receive and consider situation reports</li> <li><input type="checkbox"/> Consider requesting assistance from other local authorities / agencies</li> <li><input type="checkbox"/> Is disruption major or affects wider than the authority? In which case consider declaring a major incident or respond to the declaration by another organisation.</li> </ul>	
Plans/Procedures to Consider	Standing Down

- |                                                                                                                                                                   |                                                                                                                                                                                                                                                                                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• Corporate Business Continuity Guide</li><li>• Emergency Contacts Directory</li><li>• W&amp;S LRF Operation Link</li></ul> | <ul style="list-style-type: none"><li>• Stand down at the end of your shift or when Strategic level is stood down</li><li>• Inform lead Head of Service and give contact of replacement</li><li>• Give a full briefing to the subsequent lead Director when handing over</li></ul> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



3.3.2 Lead Head of Service Action Card	
Role	Responsibilities
To lead on the tactical Wiltshire Council response to a business disruption.	<ul style="list-style-type: none"> <li>Lead on the implementation of the tactical response</li> <li>Coordinate Council resources to ensure continuity of business critical functions</li> </ul>
Activation Process	Information Required
<pre> graph TD     OP[On-Call Pager] --&gt; LHS((Lead Head of Service))     SM[Service Manager] --&gt; LHS             </pre>	<ul style="list-style-type: none"> <li>Details of disruption</li> <li>Services reporting red / amber impacts to business critical functions</li> <li>Anticipated length of disruption</li> </ul>
	Advice Available from
Actions to Consider within the Role	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Decide if a coordinated business continuity response is required</li> <li><input type="checkbox"/> Inform the necessary On-Call staff (Emergency Planning Specialist, Facilities Management, IT)</li> <li><input type="checkbox"/> Consider assembling representatives from relevant services to coordinate the response</li> <li><input type="checkbox"/> Determine priority of services to be recovered</li> <li><input type="checkbox"/> Consider whether services will be:                             <ul style="list-style-type: none"> <li>Enhanced to respond to the service disruption / emergency</li> <li>Reduced in order to facilitate making resources available for higher priority services</li> <li>Suspended in order to enable the reallocation of resources</li> </ul> </li> <li><input type="checkbox"/> Set the battle rhythm</li> <li><input type="checkbox"/> Set aims and objectives, for lead Director to review if called upon</li> <li><input type="checkbox"/> Consider IIMARCH analysis tool to analyse the problem.</li> <li><input type="checkbox"/> Refer to incident specific plans</li> <li><input type="checkbox"/> Start a log of the incident and record all information, options, decisions, justification and actions</li> </ul>	
Plans/Procedures to Consider	Standing Down
<ul style="list-style-type: none"> <li>Corporate Business Continuity Guide</li> <li>Emergency Contacts Directory</li> <li>Wiltshire &amp; Swindon Local Resilience Forum Operation Link</li> </ul>	<ul style="list-style-type: none"> <li>Stand down at the end of your shift or when tactical response is stood down</li> <li>Inform lead Director and give contact of replacement</li> </ul>

	<ul style="list-style-type: none"><li>• Give a full briefing to the subsequent lead Head of Service when handing over</li></ul>
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3.3.3 Head of Service Action Card	
Role	Responsibilities
<p><b>Head of Service</b></p> <p>To coordinate the response to and recovery of your service to a business continuity incident</p>	<ul style="list-style-type: none"> <li>• Maintain overview of your service</li> <li>• Identify the impacts of the disruption on business critical functions</li> <li>• Provide situation awareness of impacts on your service to the Council Incident Room (<a href="mailto:bcresponse@wiltshire.gov.uk">bcresponse@wiltshire.gov.uk</a>)</li> </ul>
Activation Process	Information Required
<pre> graph TD     Incident[Incident] --&gt; HOS((Head of Service))     CIR[Council Incident Room] --&gt; HOS     SM[Service Manager] --&gt; HOS             </pre>	<ul style="list-style-type: none"> <li>• Impacts on your service delivery (particularly business critical functions)</li> <li>• Confirm the staffing levels available</li> </ul>
	Advice Available from
	<ul style="list-style-type: none"> <li>• Staff</li> <li>• Lead Head of Service</li> <li>• Council Incident Room</li> <li>• Emergency Planning Specialist</li> </ul>
Actions to Consider within the Role	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Activation of your service business continuity plan</li> <li><input type="checkbox"/> Start a log of the incident and record the information on the options available, decisions on actions to take and justification of those decisions</li> <li><input type="checkbox"/> Identification of business critical staff</li> <li><input type="checkbox"/> Confirm alternative working space (if required)</li> <li><input type="checkbox"/> Notifying service staff of business disruption</li> <li><input type="checkbox"/> Provide (<i>as required</i>) situational awareness reports to the Council Incident Room on the status of your service (see appendix A)</li> <li><input type="checkbox"/> Provide mutual aid to other service areas (as required)</li> <li><input type="checkbox"/> Consider temporary redeployment, special incident leave, honorarium payments, travel claims, additional hours or non-standard patterns of work, annual leave, flexitime, unexplained absence and flexible home working.</li> </ul>	
Plans/Procedures to Consider	Standing Down
<ul style="list-style-type: none"> <li>• Corporate Business Continuity Guide</li> <li>• Service Business Continuity Plan</li> <li>• Service Level Procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Notify staff in your service that the business disruption is over</li> <li>• Stand down at the end of your shift or when instructed to by the lead Head of Service / Council Incident Room</li> <li>• Inform the lead Head of Service, Council Incident Room and give contact of nominated representative</li> </ul>

	<ul style="list-style-type: none"><li>• Give a full briefing to the subsequent nominated representative when handing over</li><li>• Contribute to the debrief</li></ul>
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3.3.4 Emergency Planning Specialist Action Card	
Role	Responsibilities
<p style="text-align: center;"><b>Emergency Planning Specialist</b></p> <p>To provide assistance and guidance to the Tactical On-Call Officer and supporting the Council Incident Room</p>	<ul style="list-style-type: none"> <li>• Support lead Head of Service in incident management and coordination</li> <li>• Activation of relevant services</li> </ul>
Activation Process	Information Required
<pre> graph TD     LHS[Lead Head of Service] --&gt; EP((Emergency Planning))     EP --&gt; EPO[EP On-call]             </pre>	<ul style="list-style-type: none"> <li>• Services reporting impacts</li> <li>• Additional services that are required to contact</li> </ul>
	Advice Available from
Actions to Consider within the Role	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Start a log of the incident and record all information, options, decisions, justification and actions</li> <li><input type="checkbox"/> Provision of support and guidance to lead Head of Service</li> <li><input type="checkbox"/> Activation and notification of services (as required)</li> <li><input type="checkbox"/> Support the coordination and management of the incident</li> <li><input type="checkbox"/> Collating and disseminating Situation Reports</li> </ul>	
Plans/Procedures to Consider	Standing Down
<ul style="list-style-type: none"> <li>• Emergency Contacts Directory</li> <li>• Corporate Business Continuity Guide</li> </ul>	<ul style="list-style-type: none"> <li>• Stand down at the end of your shift or when instructed to by the lead Head of Service</li> <li>• Inform the lead Head of Service and give contact of replacement</li> <li>• Give a full briefing to the subsequent Emergency Planning Specialist when handing over</li> </ul>

3.3.5 Communications Action Card	
Role	Responsibilities
<p><b>Communications</b></p> <p>To lead on the provisions of communications to staff and the public as a result of the business disruption</p>	<ul style="list-style-type: none"> <li>• Provide support and guidance to the lead Director in establishing a media strategy</li> <li>• Provide media guidance to the lead Head of Service</li> <li>• Manage the provision of information to Wiltshire Council staff and the public</li> <li>• Manage all Wiltshire Council statements, media releases and interviews</li> </ul>
Activation Process	Information Required
<pre> graph TD     LHS[Lead Head of Service] --&gt; Comms((Comms))     EPS[Emergency Planning Specialist] --&gt; Comms             </pre>	<ul style="list-style-type: none"> <li>• Full situational awareness of the business disruption including the anticipated impacts and expected length of disruption</li> <li>• Information on the services that are reporting impacts as a result of the disruption</li> </ul>
	Advice Available from
	<ul style="list-style-type: none"> <li>• Lead Director</li> <li>• Lead Head of Service</li> <li>• Emergency Planning Specialist</li> <li>• Council Incident Room</li> </ul>
Actions to Consider within the Role	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Managing all Wiltshire Council statements and media releases</li> <li><input type="checkbox"/> Arrange press conferences, media releases and media visits</li> <li><input type="checkbox"/> Monitor press and media coverage and take action as required</li> <li><input type="checkbox"/> Manage internal communications with staff</li> <li><input type="checkbox"/> Advice on actions required to protect Wiltshire Council's reputation</li> </ul>	
Plans/Procedures to Consider	Standing Down
<ul style="list-style-type: none"> <li>• Corporate Business Continuity Guide</li> <li>• Emergency Contacts Directory</li> </ul>	<ul style="list-style-type: none"> <li>• Stand down at the end of your shift or when instructed to by the lead Head of Service</li> <li>• Inform lead Head of Service, Council Incident Room and give contact of replacement</li> <li>• Give a full briefing to the subsequent Communications officer when handing over</li> </ul>

3.3.6 ICT Action Card	
Role	Responsibilities
<p style="text-align: center;"><b>ICT</b></p> <p>To lead on the restoration and recovery of ICT and Telephony for all Wiltshire Council services</p>	<ul style="list-style-type: none"> <li>Establish the impacts of the incident on IT and Telephony</li> <li>Activate the Disaster Recovery Plan (if required)</li> <li></li> </ul>
Activation Process	Information Required
<pre> graph TD     LHS[Lead Head of Service] --&gt; ITIT[IT Incident and Problem Team]     EP[Emergency Planning] --&gt; ITIT             </pre>	<ul style="list-style-type: none"> <li>Services reporting impacts</li> <li>Anticipated impacts of disruption</li> </ul>
	Advice Available from
Actions to Consider within the Role	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Start a log of the incident and record all information, options, decisions, justification and actions</li> <li><input type="checkbox"/> Implement the Wiltshire Council disaster recovery plan (if applicable)</li> <li><input type="checkbox"/> Restore and secure IT systems, applications, data</li> <li><input type="checkbox"/> Maintenance and recovery of external website provision</li> <li><input type="checkbox"/> Provide advice to the Council Incident Room and lead Head of Service about the IT implications of the incident</li> </ul>	
Plans/Procedures to Consider	Standing Down
<ul style="list-style-type: none"> <li>Emergency Contacts Directory</li> <li>Disaster Recovery Plan</li> </ul>	<ul style="list-style-type: none"> <li>Stand down at the end of your shift or when instructed to by the lead Head of Service, Council Incident Room</li> <li>Inform lead Head of Service, Council Incident Room and give contact of replacement</li> <li>Give a full briefing to the subsequent ICT team when handing over at the end of your shift</li> </ul>


3.3.7 Facilities Management Action Card	
Role	Responsibilities
<p><b>Facilities Management</b></p> <p>To lead on the continued provision of business premises to enable staff to continue to deliver priority services</p>	<ul style="list-style-type: none"> <li>• Ensure provision of business premises and parking for staff</li> <li>• Lead on the response to issues with utilities in Wiltshire Council buildings</li> <li>• Lead on emergency repairs / remedial works and liaise with contractors</li> <li>• Support the emergency services in responding to an incident</li> </ul>
Activation Process	Information Required
<pre> graph TD     LHS[Lead Head of Service] --&gt; FM((FM))     EPS[Emergency Planning Specialist] --&gt; FM             </pre>	<ul style="list-style-type: none"> <li>• Buildings affected and the impacts</li> <li>• Numbers of staff requiring alternative working premises</li> </ul>
	Advice Available from
Actions to Consider within the Role	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Start a log of the incident and record all information, options, decisions, justification and actions</li> <li><input type="checkbox"/> Arrange and manage alternative accommodation for priority staff displaced by an incident and liaise with IT to ensure staff have the appropriate telephony and IT equipment available to work at alternative premises</li> <li><input type="checkbox"/> Arrange and manage access for staff at Wiltshire Council buildings as required in response to the incident</li> <li><input type="checkbox"/> Arrange emergency repairs and remedial work at Wiltshire Council premises and liaise with contractors</li> <li><input type="checkbox"/> Manage the coordination of parking spaces for staff</li> <li><input type="checkbox"/> Arrange as required catering for staff</li> <li><input type="checkbox"/> Manage the provision of stationary and printing facilities for staff</li> <li><input type="checkbox"/> Manage the activation and coordination of emergency procedures to responds to incidents involving utility failures at Council buildings include gas leaks, water leaks and electrical issues</li> <li><input type="checkbox"/> Advice and coordinate with the emergency services when required in an incident (e.g. bomb or fire)</li> </ul>	
Plans/Procedures to Consider	Standing Down



<ul style="list-style-type: none"><li>• Emergency Contacts Directory</li><li>• Facilities Management Out of Hours Procedures</li></ul>	<ul style="list-style-type: none"><li>• Stand down at the end of your shift or when instructed to by the lead Head of Service</li><li>• Inform lead Head of Service, Council Incident Room and give contact of replacement</li><li>• Give a full briefing to the subsequent Facilities Management team when handing over the incident</li></ul>
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### 3.5 Appendices

#### 3.5.1 Appendix A: Service Level Situation Report

	<b>Situation report</b>		Date	
			Time	
<b>Incident</b>	< Insert Incident Name Here >			
<b>Level of Response</b> <i>(Tick where applicable)</i>	Info Sharing and Comms	Internal Incident Response and Coordination	Multi Agency response	
<b>OVERVIEW OF CURRENT SITUATION</b>				
<b>M/ETHANE REPORT</b>				
<b>Major Incident Declared?</b>	Yes / No	<b>Time Declared</b>	hh.mm	
<b>Exact Location</b>				
<b>Type of Incident</b>				
<b>Hazards</b>				
<b>Access</b>				
<b>Casualties Information</b>				
<b>Emergency Services Involved</b>				
<b>GENERAL SITUATION</b> <i>(Top line information to include status in Wiltshire, summary of arrangements including deployment of resources)</i>				
<b>Actions Completed</b>				

<b>Outstanding Actions</b>
<b>HORIZON SCAN</b>

<b>COMMUNITY IMPACT ASSESSMENT</b> (impact of incident on the Wiltshire Residents & Environment)		
<b>RED</b>	Incident having significant impact with possible long-term consequences	
<b>AMBER</b>	Incident having a moderate impact with possible short to long term consequences	
<b>GREEN</b>	Limited or no impact	
Community Impact Area	RAG	Comments (Please provide details to support the assessment of areas which have been identified as AMBER or RED)
<b>Social</b>  <i>(Encompassing the social consequences of an event and affect on residents)</i>		
<b>Health</b>		

<p><i>(Encompassing the direct health impacts on Wiltshire)</i></p>		
<p><b>Environment</b></p> <p><i>(Encompassing the impact of the contamination of pollution on Wiltshire)</i></p>		
<p><b>Infrastructure</b></p> <p><i>(Encompassing the impact on local transport, buildings, and services)</i></p>		
<p><b>OTHER PERTINENT INFORMATION</b></p>		
<p></p>		
<p><b>INCIDENT IMAGES</b></p>		
<p>Description</p>	<p>Image #1</p>	
<p>Description</p>	<p>Image #2</p>	
<p><b>Sit Rep Completed By</b></p>	<p></p>	
<p><b>Times of Next Update</b></p>	<p></p>	
<p><b>Contact Details</b></p>	<p></p>	
<p><b>Sit Rep Circulated to</b></p>	<p></p>	

3.5.2 Appendix B: Business Continuity Programme

**Business Continuity Management**

The Wiltshire Council Business Continuity Management (BCM) programme is developed, administered and delivered by the Emergency Planning Resilience and Response Team on an annual cycle. Within Wiltshire Council Business Continuity (BC) arrangements are made at two different levels; corporate planning for the entire organisation and service level planning.

Corporate Business Continuity Guide

The Corporate Business Continuity Guide establishes the generic procedures for the management across the organisation of a business disruption and facilitates the coordinated recovery of services.

Service Level Business Continuity Plans

All Heads of Service are required to complete a Service Level Business Continuity Plan (BCP) using the standardised template. This will identify the impacts of non-delivery; establish the requirements for service recovery; including timeframe, personnel and equipment required. They also establish the procedures for maintaining or recovering service delivery.

**Business Continuity Programme**

The Emergency Planning Resilience and Response Team will oversee the Business Continuity Programme.



### Guide Review

The Corporate Business Continuity Guide will be reviewed on an annual basis.

### Service Level Business Continuity Plan

The Service Level Business Continuity Plan will be reviewed annually. All Heads of Service will be offered introductory sessions to business continuity and how to complete their service level plan within the standardised Wiltshire Council template.

Directors should ensure Heads of Service have sufficient time to complete Business Continuity Plans and are required to sign off the plan upon its completion. A report will be produced by the Emergency Planning Resilience and Response Team for each Corporate Director based on the information from their Service Area following the period of plan review.

Service level plans may need to be reviewed at other times during the year if there is a key business change, restructuring, expansion/contraction, new services are created, services are relocated or due to learning following an incident.

### Training and Exercising

Business continuity training and pre-made exercises are available from the EP Team for all services.

### 3.5.3 Appendix C: Service Priority Levels

There are some gaps in the 'Priority' column, this is for a range of reasons; some don't need a BC plan because they form part of another one or a whole directorate plan, others have not advised the Emergency Planning Team what Priority level they are.

Director	Priority	Service	Head of Service
Director of Adult Social Care Emma Legg	1	Head of Living and Ageing Well	Emma Townsend
	1	Head of Safeguarding & Prevention	Margaret Ndlovu
	1	Head of Reablement, Therapy & Community Services	Helen Henderson
	1	Head of Housing, Migration & Settlement	Nicole Smith
	1	Head of Transformation & Quality	Dan Wilkins
	1	Head of Whole Life Pathway	Caroline Bowen
Director of Education and Skills KATHRYN DAVIS - INTERIM DIRECTOR	2	Head of Targeted Education (plus employment and skills)	Interim - Louise Lewis/John Spring
	2	Head of Inclusion and SEND	Lisa Fryer
	2	Head of School Effectiveness	Amanda Butler
	2	Head of Traded Services	Paul Redford
	2	Early Years Service Manager	Emma Cooke
	1	School Place Commissioning Lead	Clara Davies
Director Families and Children Jen Salter	2	Head of Service – QA, Partnerships and Sector Led Improvement	Tim Sandle
	1	Head of Service - Support and Safeguarding	Netty Lee
	1	Head of Service - Children in Care and Young People	Kat McJannet
	3	FACT Lead	Simon Thomas

## OFFICIAL

Kate Blackburn Director of Public Health	1	Public Health (inc consultants)	Alice Marriott/Jenny Wright
Interim Director for Commissioning Alison Elliott	3	Head of Commissioning - Adults & Whole Life	Victoria Bayley
	3	Head of Commissioning - Families and Children	Kai Muxlow
	2	Head of Resources - Commissioning	VACANT (AE to cover)
Director Assets James Barrah	2	Head of Estates Development	Mike Dawson
	1	Head of Strategic Assets and FM	Nick Darbyshire
	3	Head of Capital Projects	Louise Cary
	1	Head of Housing Revenue Accounts (HRA) Operations	Nick Darbyshire
Director ICT Mark Tucker	1	Service Delivery Manager	Matthew Tobin
		ICT Operations & Infrastructure Manager	Frazer Davies
		Projects and Programmes Manager	
		Strategic Programme Manager	Andrew Wickham
		Data and Business Information Manager	Rebecca Edmonds
		Enterprise Architect	
		Business Partners	Barny Brookes/Irene Doherty
Head of Wiltshire Pension Fund Jennifer Devine	2	Pensions Administration Lead	
		Fund Governance and Performance Manager	Richard Bullen
		Communications, Projects and Training Manager	Krystie Waterhouse
		Business Analyst and Project Manager	Mark Briggs
		Investment Team	n/a
Director Finance Lizzie Watkin	2/3	Head of Finance Adults	Sarah Rose
		Head of Finance - Childrens	Marie Taylor
		Head of Finance - Place and Resources	Leanne Kendrick



		Chief Accountant	Sally Self
	2	Head of Revenue and Benefits	Ian Brown
	2	PFI Lead	Emma Brown
	3	Head of Strategic Procurement	Debbie Bull
Director HR&OD Tamsin Kielb	2	HR Operations & Payroll Manager	Jane Margetts
		Senior Strategic Business Partner	Paula Marsh
	2	Strategic HR & OD Business Partner	Jane Tagg/Caroline Smith/Claudia Beaumont
	2	Occupational Health (occ health staying H&S going to Assets)	
Director Transformation & Business Change Stuart Honeyball Emailed Stu 18th March			Stuart Honeyball
Director Highways and Transport Samantha Howell	2	Head of Major Projects	Stephen Wilson
	2	Head of Asset Management and Commissioning	Dave Thomas
	3	Head of Sustainable Transport	Allan Creedy
	1	Head of Highway Operations	Adrian Hampton
	1	Head of Local Highways/Rights of Way/Definitive Mapping	Chris Clark
	1	Head of Passenger Transport	Jason Salter

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Director Planning Nic Thomas	3	Head of Development Management	Andrew Guest
	1	Head of Building Control and Planning Technical Services	Sally Canter
	3	Head of Spatial Planning	Georgina Clampitt-Dix
		Minerals and Waste Technical Specialist	Jason Day
		Neighbourhood Planning Manager	Mike Kilmister
Director - Environment Sarah Valdus	1	Head of Service Waste Management	Martin Litherland
	1	Head of Service Public Protection	John Carter
	3	Head of Climate and Environment	Lynn Trigwell
Head of Economy and Regeneration Victoria Moloney	3	Economic Development Service Manager	Rory Bowen
	3	Head of Service Major Projects	Richard Walters
		Wiltshire 100 Business Manager	Peter Manley
Director of Leisure Culture & Communities David Redfern	1	Leisure Operations Manager	Justine Foster/ Jane Lloyd
		Libraries Specialist Manager	Rebecca Bolton
		Engagement & Partnerships	Rhys Schell
	3	Heritage Services Manager	Terry Bracher
		Development Service Manager	Paul Pritchard
		Leisure Strategy	Daniel Geeson
Perry Holmes Head of Legal and Governance	1-3	Legal & Governance/Deputy Monitoring :	Jo Madeley
		Legal	
		Dem Services & Scrutiny	

		Information Governance	Martin Nicholls
		Complaints	
		Executive Office:	
	1	Executive Office Emergency Planning Cabinet Exec Assistants	
	1	Registration	
	1	Coroner Support	
Perry Holmes Head of Legal and Governance	1	Customers & Communication :	Ceri Tocock
		Communications & Lieutenancy	
		Customer Services	
		Elections	