

Agenda Item 9

Legal and Property Services
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Report

Subject : Corporate business continuity arrangements
Report to : The Cabinet
Date : Wednesday 30 January 2008
Author : John Crawford
Cabinet Member for Resources: Councillor Tony Thorpe

Summary:

To seek approval of the Council's:

- Corporate business continuity strategy and plan [attached at Appendix 1]
- ICT service continuity plan [attached at Appendix 2]
- Bird flu response plan [attached at Appendix 3]

[together "the plans and procedures"]

2. Background:

- 2.1 Business continuity planning is the process by which an organisation develops plans and procedures to:
- prevent in so far as is appropriate the loss of key business processes
 - enable the recovery of key business processes as soon as is practicable and in the interim provide minimum appropriate level of service following a disaster or incident.
- 2.2 The Civil Contingencies Act 2004 sets out the framework for civil protection arrangements in England and for local authorities to develop emergency plans and business continuity plans as part of those arrangements.
- 2.3 The Audit Commission's proposed annual use of resources assessment for 2009 based on an assessment of the financial year 2008/2009 [which would be the Council's final year in existence should local government reorganisation in Wiltshire proceed] requires that local authorities have business continuity plans in place which are reviewed and tested on a regular basis if they are to achieve a level 2 rating.
3. Corporate business continuity arrangements.
- 3.1 The Council's plans and procedures have been developed by Officers over the last 12 months.



Awarded in:
Housing Services
Waste and Recycling Services



3.2. The Audit Commission carried out a desktop review of the Council's plans and procedures towards the end of last year. The Council's overall arrangements were assessed as being adequate. The review identified various improvements that could be made to the Council's overall arrangements. The main areas identified were:

- The plans and procedures should be formally adopted
- Raise awareness of Members, Officers and stakeholders and train key Officers
- Regularly test the plans and procedures and review and update them in the light of lessons learnt from testing.

3.3 Assuming that Members agree to adopt the plans and procedures it is intended to carry out training and testing before the end of March.

4. Options:

- Decline to adopt the plans and procedures or
- Adopt the plans and procedures

5. Consultation undertaken:

"Prescribed" internal consultees

6. Recommendations:

- Members adopt the plans and procedures

7. Background papers:

None – published papers.

8. Implications:

Financial	: training and testing will be met from existing budgets
Legal	: set out in the report
Human Rights	: none identified
Personnel	: training and testing will be facilitated externally but will make demands on the time of those Officers involved in the training and testing
ICT	: contained in the plans and procedures
Equality and Diversity	: the Council's emergency planning and business continuity arrangements contribute to maintaining access to Council services
Community Safety	: the Council's emergency planning and business continuity arrangements contribute to the protection of the local community
Environmental	: the Council's emergency planning and business continuity arrangements contribute to the protection of the local environment
Council's Core Values	: provide excellent service
Wards Affected	: all


SALISBURY DISTRICT COUNCIL

CORPORATE
BUSINESS CONTINUITY
STRATEGY
and
PLAN

Copy No:

Author:	John Crawford
Date of Implementation:	30.01.2008
Review:	Annually
Version	Final Version

FREEDOM OF INFORMATION

<p>The contents of this plan are assumed to be accessible to the public and to staff, unless an exemption under the Freedom of Information Act 2000 has been identified during the drafting process.</p>		
<p>Please indicate opposite any exemptions you are claiming.</p> <p>Remember that some exemptions can be overridden if it is in the public interest to disclose.</p> <p>Exemptions normally apply for a limited time and the information may be released once the exemption lapses.</p> 	<p><u>This plan contains information;</u></p>	<p>Please insert an "x" if relevant</p>
	<p>That is personal data</p>	
	<p>Provided in confidence</p>	
	<p>Intended for future publication</p>	
	<p>Related to criminal proceedings</p>	
	<p>That might prejudice law enforcement</p>	
	<p>That might prejudice ongoing external audit investigations</p>	
	<p>That could prejudice the conduct of public affairs</p>	
	<p>Information that could endanger an individual's health & safety</p>	
	<p>That is subject to legal privilege</p>	
	<p>That is commercially confidential</p>	
	<p>That may not be disclosed by law</p>	
	<p>Other Please describe</p>	

Remember to destroy all unnecessary drafts and unneeded correspondence, once the final version of this plan is agreed.

Business Continuity Strategy and Plan

FOREWORD

Salisbury District Council Corporate Business Continuity Strategy & Plan is issued to support corporate governance processes and to meet the provisions of the Civil Contingencies Act 2004.

Business Continuity Management (BCM) is an ongoing process that helps an organisation anticipate prepare for prevent respond to and recover from disruptions to the smooth running of the business or the delivery of services.

This Corporate Business Continuity Strategy and Plan will be distributed throughout the Council and it will be available for all staff to see on the intranet. It provides the top-level view across Service Unit Business Continuity Plans (BCP) that aim to directly improve service continuity and guide response during times of disruption.

The strategy component provides contextualisation information on wider Council strategy and direction and sets out the framework within which BCM will operate.

The plan component outlines internal actions to promote the continuity of services during disruption. It is directly linked with the Council's Emergency and Bird Flu Response Plans and the ICT Service Continuity Plan which detail specific responsibilities and actions to support the appropriate emergency responses.

Within the Council, the focal point for BCM advice and information will be the Emergency Planning Co-Coordinator. Every Service Unit however, will own their respective plans and will have a nominated BCM lead that will act as the day to day contact for the relevant service unit plan and will act as a first port of call for BCM issues.

All staff should take every opportunity to understand how they contribute to their respective service unit BCPs.

Interim Chief Executive

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PROTOCOLS

This plan will take effect from 30.01.2008 and will be reviewed annually or additionally when legislation or best practice guidance necessitate review action.

The Emergency Planning Co-Coordinator will hold the master copy of this document. All documentation will be available for audit.

Formal distribution of this document shall be to the addresses indicated on the distribution list. Service Units should make internal arrangements for briefing staff on relevant issues. Copies of this document can be printed from the intranet. However these are uncontrolled copies and those persons in receipt of copies must ensure that they are kept up to date with amendments when published.

Service Unit Heads are requested to notify the Emergency Planning Co-Coordinator of any changes that may impact on the contents or procedures outlined in this document.

DISTRIBUTION LIST

NAME OF ORGANISATION	JOB TITLE OF RECIPIENT	COPY NUMBER
Wiltshire County Council	Chief Executive	1
Wiltshire Police [Salisbury Divisional HQ]	Station Inspector	2
Wiltshire Fire and Rescue Service [Salisbury]	Chief Fire Officer	3
Salisbury NHS Foundation Trust	Chief Executive	4
Zurich Municipal Insurance	Regional Manager	5
Adam Continuity	Disaster Recovery Services Manager	6
Environment Agency [South Wessex Area]	Chief Executive	7
Kennet District Council	Chief Executive	8
West Wiltshire District Council	Chief Executive	9
New Forest District Council	Chief Executive	10
Test Valley District Council	Chief Executive	11
East Dorset District Council	Chief Executive	12
North Dorset District Council	Chief Executive	13

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AMENDMENT RECORD

Amend No	Date	Amended by (Print Name)	Signature	Remarks
1	Sept 2006	Phil Ruddle		
2	Mar 2007	Phil Ruddle		
3	Oct 2007	John Crawford		
4	Jan 2008	John Crawford		

SECTION 1 – CORPORATE BCM STRATEGY

1.1 Aim

To ensure that services provided by and the business of the Council continue at an accepted level when disrupted.

1.2 Council Direction

To ensure that business continuity activities support and assure the Council's business continuity activities support and assure the Council's business activity, it is necessary to understand the nature and importance of the services it provides and those which are critical and the challenges the Council faces. The Council's organisational direction is set out in the Council's Corporate Plan.

1.3 Council Corporate Plan

The Council's Corporate Plan is the Council's annual corporate business plan. It also contains statutory elements (Best Value Performance Plan). The plan includes details of the progress we have made on achieving the Council's priorities.

1.4 Strategic Links

The Business Continuity process looks at the totality of the Council's operations and identifies what may go wrong with those elements that must function for critical service delivery to continue. Awareness of the changes to the business environment is necessary to allow planning to be reviewed and updated as strategic direction changes.

1.5 Key links to existing council processes are as follows:

a. Risk Management.

Risk management is the term applied to a method of establishing the context, identifying, analysing, evaluating, treating, monitoring and communicating risks associated with any activity, function or process in a way that enables organisations to minimize losses or maximize opportunities. Risk management is as much about identifying opportunities as avoiding risks or mitigating losses.

The processes of risk management and BCM overlap during the analysis and identification of the mitigating strategy stages. The BCM process utilises risk information from the Council's Risk Management Framework and from the Council's Corporate Risk Registers. These provide the overview of the high impact and high probability risks to the Council's business and drive the planning process to produce BCM actions that ensure that key operational facilities are provided (Para. 2.7) and the continuity of Critical Business Functions (SECTION 5).

b. Audit

The Council's audit process provides an assurance function that, through a risk-based programme of work, gives independent and objective opinions on the control environment. The controls appraised encompass financial systems, corporate governance arrangements, risk management and performance measurement. Using the knowledge obtained, Internal Audit adds value to the Council by working with others in developing solutions to problems and improving service delivery methods.

1.6 BCM Resources - The ability to implement BCM strategies and thus support BCM action plans is driven by the Council's business planning and subsequent financial allocation process. This process uses the existing Corporate Risk Management framework to identify

Business Continuity Strategy and Plan

risks to the Council and to quantify their impact and likelihood. Subsequent resource allocations are made in the light of these corporate level risks including the funding of BCM solutions. The Corporate BCM Plan includes funded BCM strategies and unfunded BCM options that will be taken forward annually as part of the Council's business planning process by appropriate services. Where options are not resourced, the risk will be recorded at the appropriate level using the Council's Risk Management framework.

1.7 Business Continuity Direction - The objectives of the Council's Business Continuity strategy are as follows:

- a. BCM basics in place (i.e. '5 stage process') to provide a BCM framework.
- b. All services have BCPs with trained and aware staff to promote resilience and recovery.
- c. Recovery actions are planned, trained for, exercised and reviewed on a set frequency.
- d. Gaps in mitigation strategy are identified in the Corporate Risk Register and included within the Corporate Plan.
- e. BCM is seen as a corporate activity.

1.8 BCM Guiding Principles & Implementation - At the corporate level, the implementation of BCM is guided by the following principles:

- a. BCM supports the corporate governance of the Council. This is achieved by clear links with the risk, audit and resource processes identified in this document.
- b. BCM is delivered across services by Service Unit Heads. This is achieved by the use of BCM support tools, publications and plans on the Council's internal website, training, testing and with a review structure in place.
- c. Internal Council BCM response & recovery is integrated with external Council Emergency Response to major incidents and emergencies. This is achieved by the Emergency Planning Co-Coordinator providing the linking mechanism to align BCPs with emergency response plans and the taking of a holistic approach across all Wiltshire councils through joint working.
- d. BCM is driven by corporate priorities. This is achieved by agreeing critical service functions, tolerance to downtime and promoting resource allocation as part of Council business planning. In addition the Council BCM Policy is set at the corporate level.
- e. Expectations and responsibilities for BCM are set out. This is achieved by a Council BCM hierarchy with responsibilities derived from BCM Policy as stipulated in this document.
- g. Providing Community Support. This is achieved by providing information on emergency preparedness, the visibility of Council BCM Plan and access to Council during times of emergency.

SECTION 2 – CORPORATE PLAN OVERVIEW

2.1 Introduction

This corporate BCP provides the framework and processes to implement the Council's Business Continuity Policy and to promote resilience and response at service unit level. This plan provides strategic level detail and should be read in conjunction with the Council's Emergency and Bird Flu Response Plans and ICT Service Continuity Plan. This plan sits above service unit BCPs which provide detailed responses to hazards and threats to the continuity of Council service delivery, both routinely and during major emergencies.

2.2 Hierarchy of Business Continuity Plans

Business Continuity Planning within the Council is conducted at 2 key levels: strategic and operational, as demonstrated in **Diagram 1**

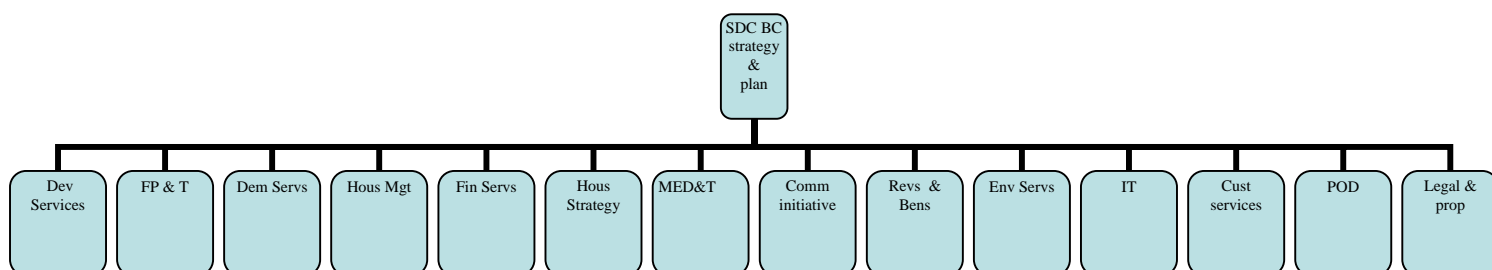


Diagram 1 – Hierarchy of BCPs

2.3 Ownership

Council BCPs are owned as follows:

- The Corporate Business Continuity Plan & Strategy is owned and controlled by the Interim Chief Executive.
- Service Unit BCPs - Owned by Service Units with Heads of Service as lead officer.

2.4 BCM Teams - Roles and Responsibilities

If an incident occurs, the Business Continuity Management teams will meet as soon possible and then continue meeting at least every 24 hours. The team is made up of the Head of Service and Business Unit Managers (or others) with key knowledge of the service critical activities identified.

The responsible officer and deputy for each service unit are:

Development Services

- *Responsible Officer: Head of Development Services
Tel: 01722 434375*
- *Deputy: Area Team Leads
Tel: 01722 434379 and 01722 434383*

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FP&T

- *Responsible Officer: Head of FP&T*
Tel: 01722 434366
- *Deputy: Transportation Services Manager*
Tel: 01722 434210

Democratic Services

- *Responsible Officer: Head of Democratic Services*
Tel: 01722 434253
- *Deputy: Principal Democratic Services Manager*
Tel: 01722 434255

Housing Mgt

- *Responsible Officer: Head of Housing Management*
Tel: 01722 434351
- *Deputy: Housing Managers*
Tel: 01722 434318 and 01722 434417

Financial Services

- *Responsible Officer: Head of Financial Services*
Tel: 01722 434619
- *Deputy: Chief Accountant*
Tel: 01722 434244

Strategic Housing

- *Responsible Officer: Head of Strategic*
Tel: 01722 434357
- *Deputy: Strategic Housing Manager*
Tel: 01722 434

MEDT

- *Responsible Officer: [see FP&T]*
- *Deputy: [see FP&T]*

Community Initiatives

- *Responsible Officer: Head of Community Initiatives*
Tel: 01722 434666
- *Deputy: Parks Manager*
Tel: 01722 434239

Revenue & Benefits

- *Responsible Officer: Head of Revs & Bens*
Tel: 01722 434406
- *Deputy: Revenue Services Manager*
Tel: 01722 434420

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Environmental Services

- *Responsible Officer: Head of Environmental Services*
Tel: 01722 434334
- *Deputy: Waste Services Manager*
Tel: 01722 434282

IT

- *Responsible Officer: Head of ICT*
Tel: 01722 434259
- *Deputy: ICT Service Manager*
Tel: 01722 434472

Customer Services

- *Responsible Officer: Head of Customer Services*
Tel: 01722 434660
- *Deputy: Customer Services Manager*
Tel: 01722 434431

POD

- *Responsible Officer: Head of POD*
Tel: 01722 434228
- *Deputy: Employee Relations Manager*
Tel: 01722 434584

Legal & Prop

- *Responsible Officer: Head of L&PS*
Tel: 01722 434607
- *Deputy: Property Manager*
Tel: 01722 434246

2.5 Strategic Level

Overall strategic decisions are made at this level identifying the Council's overall response and direction to ensure BCM.

Table 1 – Strategic Level Membership & Roles

Business Continuity Role	Team Member	Deputy(s)
Team Leader / Incident Manager	Interim Chief Executive 01722 434217	Head of Development Control 01722 434375

2.6 Tactical Level

The Tactical Level facilitates the implementation at corporate level of the strategic decisions made.

Table 2 – Tactical Level Membership & Roles

Business Continuity Role	Team Member	Deputy(s)
Support for Critical Activity (Strategic decision making and communications with Services, members and partners)	Head of Development Control 01722 434375	Head of Democratic Services 01722 434253
Support for Critical Activity (Communications - PR /Media)	Communications Manager 01722 434341	Press Office 01722 434561 or 01722 434603
Support for Critical Activity (Communications - Web and Admin Support co-ordination)	IT Services Head of IT Services 01722 434259 Admin Support Head of Customer Services 01722 434660	ICT Service Manager 01722 434472 Customer Services Manager 01722 434431

2.7 Operational Level

The Operational level ensures that key operational facilities are implemented so BC can be provided and maintained. Membership is comprised of Managers at Business Unit level who have experience and knowledge of one or more critical activities.

Table 3 – Operational Level Membership & Roles

Business Continuity Role	Team Member	Deputy(s)
Facilities e.g. provision of utilities, Vehicle maintenance	Utilities Head of Democratic Services 01722 434253 Vehicles Operations Manager 01722 434319	Principal Democratic Services Manager 01722 434255 Operational Services Quality Manager 01722 434778
Office space- accommodation for key personnel	Head of LPS 01722 434607	Property Services Manager 01722 434246
IT	Head of IT Services 01722 434259	ICT Service Manager 01722 434472
Human Resource e.g. Home working	Head of POD 01722 434228	Employee Relations Manager 01722 434584
Interdependencies and External organisations	Head of Housing Management 01722 434351	

2.8 Service level

Each Service to establish BCP Team for the implementation of individual service BCP

Business Continuity Strategy and Plan
SECTION 3 - METHODOLOGY

3.1 The Council's Business Continuity planning follows the Business Continuity Institute (BCI) '5 stage' methodology:

Stage 1 - Understanding your Business. The use of business impact and risk assessments to identify critical deliverables, evaluate priorities and assess risks to Council service delivery.

Stage 2 - BCM Strategies. The identification of alternative strategies to mitigate loss and assessing their potential effectiveness in maintaining the Council's ability to deliver critical service functions.

Stage 3 - Developing and Implementing a BCM Response. Developing individual service units responses to business continuity challenges and an overarching BCP to underpin this.

Stage 4 - Establishing a BCM Culture. The embedding of a continuity culture within the Council by raising awareness throughout the Council and offering training to key staff on BCM issues.

Stage 5 - Maintaining and Auditing BCM. Ensuring the BCP is fit for purpose, kept up to date and quality assured.

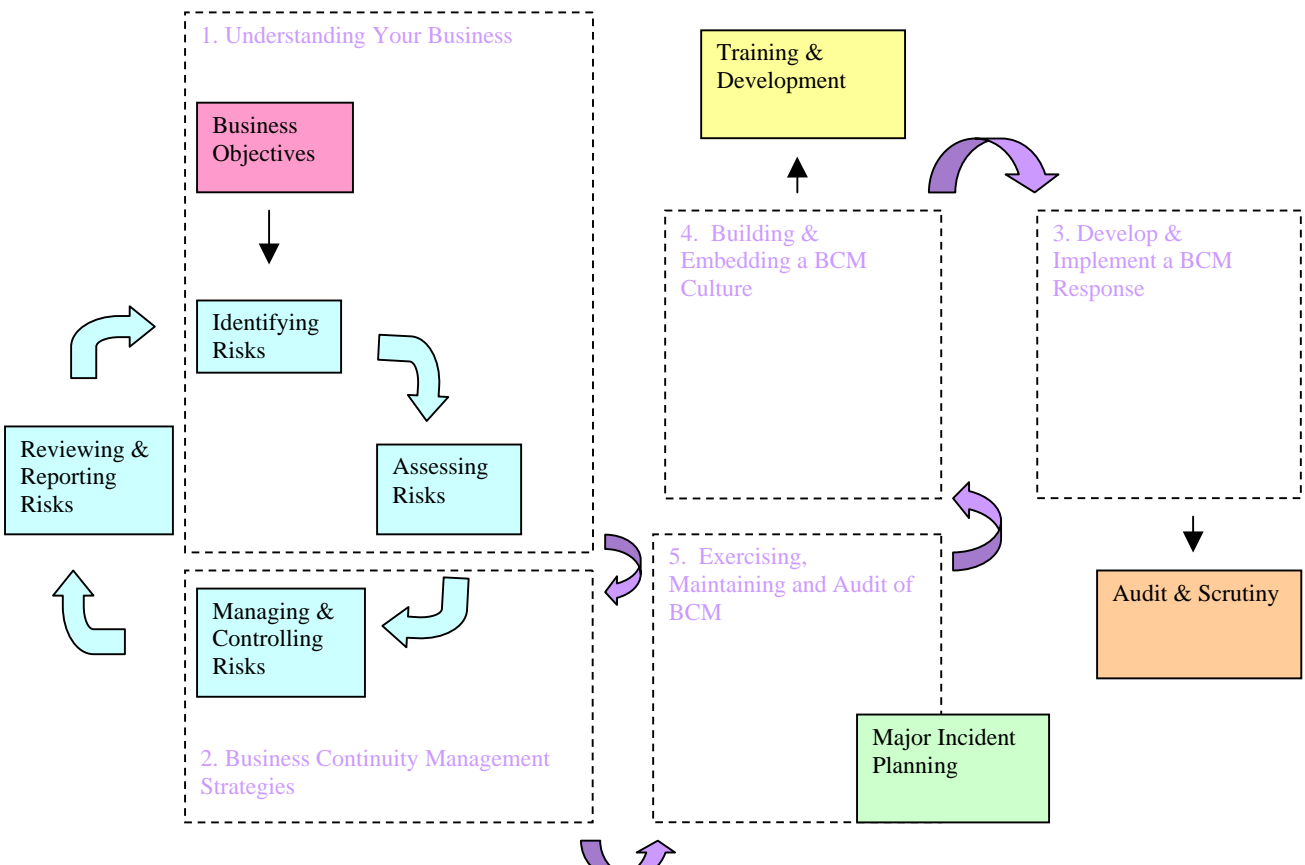


Diagram 2 - (BCI) '5 stage' methodology

SECTION 4 – BUSINESS CONTINUITY MANAGEMENT ORGANISATION

- 4.1** To ensure that the Corporate BCM strategy and plan remain valid, the Risk Management Group provides a cross cutting mechanism for discussing business continuity management issues on a routine basis.
- 4.2** The objectives of the Risk Management Group with regard to BCM are:
- To routinely co-ordinate emergency response and Business Continuity Planning activity across the Council.
 - To react to changes in risk through the production or amendment of appropriate contingency plans.
 - To facilitate cross service support, advice and mutual aid during recovery phases.
 - To develop and agree appropriate training and exercise programmes to support Council business continuity or emergency response.
 - To act as a focal point for emergency response or business continuity for information in and out of service units and to Management Team.
- 4.3** At Service Unit Level, the delivery of BCPs rests with service units who own their respective plans. Leads from each service unit provide the link between the Risk Management Group and service unit activity. The internal service unit organisation of business continuity is not prescribed other than each service unit will have a Business Continuity Plan. Service Units will receive specialist Business Continuity advice and support by calling upon the Council's Risk Management Group to help maintain their continuity plans, to arrange training and to assist with the exercising and review of their plans.
- 4.4** The BCP is drafted to reflect the Gold, Silver and Bronze command structure of the Disaster Response Command & Control that the Council's Crisis Management Team shall use in the event of a disaster affecting the Council. Training and testing will occur on a regular basis.

SECTION 5 – CRITICAL BUSINESS FUNCTIONS & KEY OPERATIONAL FACILITIES

5.1 Corporate Key Operational Facilities.

Tables 4 - 7 show the Key Operational facilities and their evaluation under BCM.

Table 4 - Human resources recovery

Human Resources Recovery			
	½ - 1 day	2 - 5 days	> 1 week
Key staff not available	Serious problems.	Major problems. Need to appoint deputies	Critical problems. Need to appoint deputies internally and/or seek external assistance (e.g. from neighbouring Wiltshire authorities or agencies)
Up to 25% of key staff unavailable	No serious problems	No serious problems	No serious problems
Up to 50% of key staff unavailable	No serious problems	Difficult to maintain service	Difficult to maintain service
Up to 75% of key staff unavailable	Very difficult to maintain service	Impossible to maintain service. Need to seek temporary assistance	Impossible to maintain service Need to seek temporary assistance

Table 5- Buildings and Office recovery

Building and Office recovery			
	½ - 1 day	2 - 5 days	> 1 week
Up to 50% of office space unavailable	No significant problems	No significant problems	No significant problems
All office space unavailable	Appropriate combination of: Alternative work space/hot-desking Home Working	Need alternative work space/premises for 'core staff' and where insufficient space other staff: Home Working Assignment to other duties	Need alternative work space/premises for 'core staff' and where insufficient space other staff: Home Working Assignment to other duties
Loss of specialist equipment	Not applicable	Not applicable	Not applicable

Table 6 - Information and processing recovery

Information and Processing Recovery			
	½ - 1 day	2 - 5 days	> 1 week
Software applications	Critical - Access required for web publishing (Internet and Intranet) and software supporting high impact and high sensitivity processes.	Critical - Access required for web publishing (Internet and Intranet) and software supporting high impact and high sensitivity processes.	Critical - Access required for web publishing (Internet and Intranet) and software supporting high impact and high sensitivity processes.
Email, web access	Essential – either from on-site or alternative location	Essential – either from on-site or alternative location	Essential – either from on-site or alternative location
Telephones	Critical to communications - Mobiles could be used during immediate recovery	Critical to communications - Mobiles soon becoming a handicap to efficient and effective conduct of communications as time passes	Critical to communications - Access to landlines essential
Critical data/records	Not essential (apart from council and third party contact information)	Not essential (apart from council and third party contact information)	Not essential (apart from council and third party contact information)
Printers/other equipment	Essential printing could be done off-site at other Council locations or local printing firms	Essential printing could be done off-site at other Council locations or local printing firms	Essential printing could be done off-site at other Council locations or local printing firms
Connectivity	Network access essential for key staff (whether internally, or remotely)	Network access essential for key staff (whether internally, or remotely)	Network access essential for key staff (whether internally, or remotely)

Table 7- Interdependencies and External factors Recovery

Interdependencies and External Factors Recovery			
	½ - 1 day	2 - 5 days	> 1 week
Other agencies out of contact	Not a serious problem	Becoming serious	Potentially serious
Other Local Authorities out of contact	Not a serious problem	Becoming serious	Potentially serious
3rd Parties out of contact	Not a serious problem	Becoming serious if significant fault with public or internal web service	

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Agencies: Police and Emergency Services; Environment Agency

This includes external suppliers, internal suppliers, other services/departments, anyone you rely on to support your service. Names, Addresses, Telephone No's, Fax No's, and Email addresses should be included.

5.2 Corporate Critical Business Functions

The Critical Business Functions are identified and prioritised by their sensitivity to downtime and the impact of their loss on the Council. (*Table 8*). The scores are derived from the Business Impact Analysis carried out by Service Units. The high impact and high sensitivity processes are those that the Council's business continuity activity will focus upon first in recovery planning.

Table 8 - Critical Business Functions prioritised by downtime sensitivity & loss impact.
(Scoring- 1= LOW 5= HIGH)

Service	Impact Criteria scores –activity failure 0-2 days	Impact Criteria scores – activity failure 3-7 days	Impact Criteria scores – activity failure 7 plus days
Customer Contact External	5	5	5
Crematorium & cemeteries	4	5	5
Homeless	2	4	5
Refuse Collection	3	4	5
Housing Benefit	3	4	5
Land Charges	3	4	5
Dangerous Structures	3	4	5
Public Health	3	4	5
Parking services	3	4	5
CCTV	3	4	5
Maintaining employee database	3	4	5
Revenues	3	4	4
Hackney carriage licensing	2	3	4
Civic & Entertainment	2	3	4
Elections	2	2	3

ANNEX A

Overview of Service unit business impact analyses.

The overview of service planning in this Corporate Plan ensures that, as an organisation, the Council’s disaster planning is coherent, integrated and visible. Each service unit BCP has more detailed information on each function and corresponding recovery actions.

Customer contact external				
Contact for Disaster Recovery		Tel No: 01722 434660		
Head of Customer Services				
Critical Functions		Key Dependencies	Key Risks	Key Recovery Strategies
Contact centre & F2F service		Telephony infrastructure. IT- Network and system support Office accommodation Human Resource Web and intranet Service based information	No telephone or F2F access services for sdc customers	Paper based request log. Simple enquiries and messaging

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Homeless function			
Contact for Disaster Recovery		Tel No: 01722 434357	
Head of Strategic Housing			
Critical Functions	Key Dependencies	Key Risks	Key Recovery Strategies
Providing Homeless function	Telephony infrastructure. IT- Network and system support Office accommodation Human Resource Web and intranet	access services for sdc customers potential increase in homelessness	Access to neighbouring authority staff. Liaise with housing associations Use agency staff

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Crematorium and other venues			
Contact for Disaster Recovery		Tel No: 01722 434666	
Head of Community Initiatives			
Critical Functions	Key Dependencies	Key Risks	Key Recovery Strategies
Crematorium & Cemeteries	Telephony infrastructure. IT- Network and system support Property services Human Resource Environmental services Utilities- Gas and electric	Unable to offer service to customers. Serious backlogs	Liaise with other crematoriums.
Civic & Entertainment	Telephony infrastructure. IT- Network and system support Property services Human Resource Financial Services	Unable to provide facilities	

Refuse Collection			
Contact for Disaster Recovery		Tel No: 01722 434334	
Head of Environmental Services			
Critical Functions	Key Dependencies	Key Risks	Key Recovery Strategies
Refuse collection and street cleansing	IT- Network and system support Procurement Human Resource- agency staffing Fuel and specialist servicing	Build up of waste and public health impact	Share services with neighbouring authorities. Use private contractors

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Housing Benefit Service			
Contact for Disaster Recovery		Tel No: 01722 434406	
Head of revenue and Benefit services			
Critical Functions	Key Dependencies	Key Risks	Key Recovery Strategies
Provision of Housing benefit	IT- network and system support Human resource- agency staffing Communication with DWP Postal Service Cheque generation Customer services	Customers suffering poverty- homelessness	Use paper based system- cheques Hand delivery

Landcharges and unsafe structures			
Contact for Disaster Recovery		Tel No: 01722 434372	
Head of development Control			
Critical Functions	Key Dependencies	Key Risks	Key Recovery Strategies
Dangerous structures	IT – network and system support Agents and developers	Public safety	?
Landcharges	IT- network and system support Postal service	Failure to provide statutory service	Paper system

Business Continuity Strategy and Plan

Public health			
Contact for Disaster Recovery		Tel No: 01722 434334	
Head of Environmental Services			
Critical Functions	Key Dependencies	Key Risks	Key Recovery Strategies
Regulatory Services and Environmental health	IT- network and system support Human resource Contact with external agencies- health protection agency	Public safety and health	Liaison with other agencies for service provision

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Parking services, CCTV and hackney carriages			
Contact for Disaster Recovery		Tel No: 01722 434366	
Head of FPT			
Critical Functions	Key Dependencies	Key Risks	Key Recovery Strategies
Parking services	IT- network and system support Customer services Legal services Ticket machine suppliers NPAS and DVLA WCC	Unable to offer service to customers. Impact on local community and businesses Loss of revenue	Manual operation
CCTV	IT- network and system support Parking services DVLA, WCC External contractor Police Public retailers	Unable to offer service to customers. Impact on local community and businesses. If failure- publicised.	?
Hackney carriages	IT- network and system support Customer services Legal services Financial services	Unable to offer service to customers. Impact on local community and businesses Loss of revenue	Paper system

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Maintaining employee database				
Contact for Disaster Recovery		Contact for Disaster Recovery		
Head of POD				
Critical Functions	Key dependencies	Key risks	Key recovery strategies	
Maintaining an employee database	IT- network and system support Staff and managers	Communication Data protection	Use external contractor Hard copy update Use payroll information Home working	

SECTION 6 – TRAINING & EXERCISE

6.1 Training requirements

Training will be provided to staff including, as appropriate including specialist training e.g. “Dealing with the Media”. In addition training will be provided for Service Unit Heads and key operational personnel.

6.2 Exercising of the BCP

The Service Unit BCPs should be exercised frequently and Service Unit Heads are responsible for this as directed by the Risk Management Group. Exercises will occur at least annually.

6.3 Plan validation and review arrangements

Plans will be validated in accordance with Council policy. Reviews will be conducted at least annually, using Extended Management Team Meetings, and additionally when required by changes in legislation or other matters of good governance.

SECTION 7 – EXERCISE GUIDES

- 7.1 The following Instruction sheets provide an Aide Memoir to Service Unit Heads of the issues to take into consideration when implementing the BCP.

SHEET 1

CONTINGENCY PLANNING INSTRUCTIONS:

Immediately following an incident

- Ensure that everyone accounted for (employees, contractors and visitors)
- Ensure that the Emergency Services have been informed.
- Inform staff of how the incident it is being dealt with.
- Inform staff and customers whether they can or cannot safely leave the building and how to do so.
- Inform senior management.
- Inform everyone with responsibilities for business continuity.
- Tell non-critical staff to go/ stay home (if relevant).
- Contact utility companies if necessary.
- Has the Council's media communications plan been activated?
- Establish an information hotline if possible
- Activate an emergency phone message.

SHEET 2

RECOVERY MANAGEMENT - The first hour after an incident

(If a move to an alternative site is taking place)

- Check business recovery objectives – what critical activities do you need to recover first?
- Check and make arrangements for recovery – IT, Telephones, e-mail, office equipment, furniture, machinery.
- Make sure you have all your contacts, important documents and essential items.
- Make sure that the phone system is working at the new site.
- If possible, test other utilities at the new site to see if they are working.
- If possible, test other utilities at the new site (electric power, water etc) to see if they are working.
- Check that all relevant staff have been contacted.

Business Continuity Strategy and Plan

- If possible, set up an information / advice line and put regular updates on the Council's website.
- Check which customers/ suppliers you had appointments with over the next days and weeks and contact them to inform them of your situation and new location: reassure them that everything is under control, that your business continuity plan has been put into action, that there will be such and such a delay, but that everything will be fully operational within such and such a date.
- Contact insurance company.

SHEET 3

RECOVERY MANAGEMENT - The first hour after the incident

(If you are staying in your premises)

- Check business recovery objectives – what critical activities do you need to recover first?
- Make sure you have all your contacts, important documents and essential items.
- Ensure that the phone system is working
- Test other utilities (electric power, water etc) to see if they are working – if you suspect damage; contact your respective utilities companies. Evacuate building immediately if you suspect a gas leak.
- Ensure that IT systems are working.
- Check which customers/ suppliers you had appointments with today and tomorrow and contact them to inform them of your situation: reassure them that everything is under control, that your business continuity plan has been put into action, that there will be such and such a delay, but that everything will be fully operational within such and such a date.
- Continue talking to your staff: reassure them that your business continuity plan has been put into action, that some of them need to proceed as previously agreed and that all will be well.
- Contact insurance company.

SHEET 4

INCIDENT MANAGEMENT CHECKLIST

1. Threat response: - Early Preparations:

- Identify business continuity management team members/deputies.
- Identify business and IT resource needs.
- Update all critical internal and external contact lists. Include the following information for key staff:
 - * **Home address** * **Home telephone** * **Mobile phone number** * **Remote Access Y/N?** * **E-mail address**
- If possible, establish a voice mailbox or web page for employees to monitor for status updates. Make this known to all employees.
- Ensure that 3rd party organisations have up to date contact information.
- Provide employees with threat response procedures, if appropriate (e.g., bomb threat and fire evacuation procedures)

2. Immediate incident response and preliminary assessment:

- Follow emergency response procedures – e.g. building evacuation
- Conduct a preliminary incident/damage assessment, if it can be done safely.

3. Activate business continuity management team:

- Notify business continuity management team members
- Provide a description of the incident

4. Evaluate incident impact:

- Determine recovery objectives including:
 - Priorities - Action plans
 - Available resources

5. Activate recovery plan(s):

- Brief continuity/recovery team leaders regarding:
 - Priorities - Action plans - Reporting and communications procedures

6. Implement support procedures: As directed by the officer in charge of the incident, support personnel will provide recovery support to all affected services.

Environmental and safety Ensure the health and safety of employees. Ensure that response activities to address fire, spills and/or medical emergencies are performed in accordance with regulatory guidelines. Notify regulatory agencies of the incident as required. Enlist the assistance of vendors and agencies to assist in support activities as appropriate.

Facilities Conduct detailed damage assessment. Conduct salvage and restoration activities

Acquire replacement office space if necessary

Business Continuity Strategy and Plan

Finance and Insurance Ensure funds are available for recovery. Ensure that all recovery expenditures are properly documented. Coordinate with insurance broker on the preparation of all insurance claims. Document any proof of losses – take photographs and keep an inventory.

Human resources - Account for all personnel. Assist public authorities in handling casualties.

Monitor the condition and location of the injured. Coordinate employee communications with corporate communications. Coordinate additional or temporary staffing for recovery effort. Provide counseling services as required. Complete and submit HSE Reports as required.

Information technology Conduct computer system and telecommunications damage assessment. Acquire replacement desktop computer equipment. Re-establish data network connections to external resources. Implement all telephone response plans (re-routing critical numbers). Arrange for all alternate site telephone installations. Ensure all system security devices and procedures are in place.

Records management Coordinate with information technology to ensure the recovery of the records management system.

7. Track incident status and recovery progress: - Conduct periodic debriefing sessions with recovery teams to monitor progress and determine problem areas.

SHEET 4

COMMUNICATIONS PLAN

Appendix 2

Information Technology
Salisbury District Council
POBox 2117
Salisbury Wiltshire SP2 2DF

direct line: 01722 434600

fax: 08702 428339

dx: 58026 Salisbury

email: itmail@salisbury.gov.uk

web: www.salisbury.gov.uk

ICT Service Continuity Plan

Version 1

Document Created 17th February 2006
Document Revised 18th May 2006

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ICT Continuity Plan components

The complete ICT Continuity Plan consists of the following documents:

1. The ICT Continuity Plan
2. Priority of Service Restoration (ICT Systems) – Held under separate cover
3. The ICT Continuity Plan (Contacts) – Held under separate cover
4. Software installation guides - CD held under separate cover

Distribution

All members of the ICT Implementation team
(ICT Administration, ICT Technical Team, ICT Management Team)

Emergency Planning Officer

Risk Management Group

Audit

Legal & Property

Exchequer services

Health and Safety

Introduction

Planning for the business continuity of Salisbury District Council in the aftermath of a disaster is a complex task. Preparation for, response to, and recovery from a disaster affecting the administrative functions of the Council requires the cooperative efforts of many support organisations in partnership with functional areas supporting the “business” of Salisbury District Council. This document records the Plan that outlines and coordinates these efforts, reflecting the analyses by representatives from these organisations and by the ICT Service Manager, Glen Holmes.

For use in the event of a disaster, this document identifies the computer recovery facilities (Warm Start Recovery Site) that has been designated as backup if the functional areas are disabled.

It also details alternative options for potential secondary (cold start) recovery sites in the event that the main “warm start” site is disabled or unavailable in some way.

How to use this document

Use this document to learn about the issues involved in planning for the continuity of the critical and essential functions at Salisbury District Council, as a checklist of preparation tasks, for training personnel, and for recovering from a disaster.

This document is divided into four parts, as the table below describes.

- I. Information about the document itself.
- II. Design of the Plan that this document records, including information about the overall structure of business continuity planning at Salisbury District Council.
- III. General responsibilities of the individual Support Teams that together form the ICT Continuity Management Team, emphasising the function of each team and its preparation responsibilities.
- IV. Recovery actions for the Support Teams and important checklists such as the notification list for a disaster and an inventory of resources required for the environment.

Please note In the event of a disaster all existing Service Level Agreements are suspended.

Please also note that this plan does not currently cover the Council’s telephony systems.

Existing Business Teams and role descriptions

For the purpose of this document team role definitions have been limited to their relevance to ICT Continuity:

ICT 3rd Line Support –

Currently the 3rd line support function is responsible for the implementation of new systems and resolving faults with the network infrastructure, corporate application systems (who have no specific Business function supporting them) and core servers

ICT 2nd Line support –

The 2nd line technical support team are responsible for the support and implementation of all desk systems and peripheral devices. These include :-

- Personal computers (PC)
- Tablet PC's
- Laptops
- Printers
- Scanners
- Personal Digital Assistant (PDA's)
- Digital cameras

It also provides a First line ICT Service desk function

BTNI –

British Telecom Northern Ireland, based in Belfast, currently provide facilities in partnership style support role specifically covering our network structure, out of hours, Unix support, hardware support (such as Cisco Contracts for our network devices or HP contracts for our server hardware) and control of sub application support contracts (such as Capita Direct)

ICT Administration -

The ICT Administration function is currently responsible for the procurement and distribution of all Corporate ICT supplies. This function also manages software and hardware asset control.

ICT Business Support –

Business Support staff currently provide liaison between ICT Services and the Business functions of our Customers in the Organisation. They also provide ICT systems support and development facilities to enhance our Business customer's services.

Property Management –

Property Management are responsible for the maintenance and security of all Corporate Buildings. During an incident this team will be responsible for providing out of hours access to Council buildings.

Emergency Planning Officer –

The Emergency Planning Officer role is invoked in the case of a major or Ward incident within the Council's service to the Community remit and exists to guide the organisation.

ICT Continuity Incident role definitions

ICT Incident Manager:

It is the responsibility of the appointed ICT Incident Manager to assess, categorise and escalate any event in accordance with the guidelines set out in this document.

It is also the responsibility of the ICT Incident Manager to co ordinate and organise the appropriate action plan for the relevant event and they have the authority to invoke the specific levels of the plan in line with the strategy set out in this document.

The role will, in the event of a major disaster, involve close liaison with the Corporate Incident Manager.

Staff priority order to fill this role in the event of an incident :-

1. Head of ICT Services
2. ICT Service Manager
3. ICT Business Support Manager

ICT Implementation Team

The implementation team will consist of the members of the existing 3rd line Technical team. In the event of an incident this team will have the authority to utilise the resources of the 2nd line Technical team as necessary to assist in the recovery of Services.

ICT Customer Liaison

The ICT Customer liaison role will be responsible for providing regular updates and information regarding the incident to the relevant Departmental super users, general staff affected, ICT service desk and where appropriate the Emergency Planning Officer or Corporate Incident Manager.

In the event of an incident, one or more, members of either ICT Administration team, 2nd Line technical team or members of Business support will assume this role.

ICT Service Desk

The service desk will, when and where possible, provide a central point of contact for all ICT related Business Customer queries and fault calls during an Incident. It will also provide liaison between the Council and any external ICT support provider.

Should it be necessary, this function can revert to a paper based logging and prioritisation system to distribute fault calls and systems information to the appropriate support or incident teams.

This role will be filled by one or more members of the 2nd line Technical team or members of the Business Support team, as assigned at the time by the ICT Incident Manager.

Assessment and Categorisation

Single server failure

In the event of a single server failure the ICT 3rd line support team should investigate and rectify the fault using existing rectification practices.

These may include :-

- restoration of systems from the last known successful backup.
- use of spares from the DHS (Definitive Hardware Store).
- hardware repair under the terms of a contract with an external provider.

Multiple server failure (0-5 devices)

It is the responsibility of the ICT Incident manager to assess the best course of action based on potential repair timescales, type of disaster and impact on Business services. Review the Priority of Service Restoration (for security reasons this document is placed in a sealed envelope and carried with this plan) to ascertain the Business impact and restoration order.

These actions might include

- restoration of systems from the last known successful backup.
- use of spares from the DHS (Definitive Hardware Store).
- hardware repair under the terms of contract with an external provider.
- invocation of the Disaster Recovery support Contract to supply temporary server replacements to the main server site.

Multiple Business service failure and Environmental Infrastructure failure

In the event of a Multiple Business Service and/or Environmental infrastructure failure surrounding the core systems the Warm Start recovery Plan should be invoked.

Likely Environmental Infrastructure failures include the following:

- Damage to Building fabric or structure.
- Sustained loss of mains power (a period over 4 working hours)
- Sustained loss of the Air conditioning systems leading to overheating (over 30 degrees Celsius)
- Sustained loss of building security

Many Disaster support contracts have a definitive time period during which their devices can be used by a customer following invocation. This period is likely to be 12 weeks from the date of delivery. Therefore once systems have been restored to basic operation it will be the task of the ICT Incident Manager to arrange for an audit of "Replacement system requirements" to be conducted.

Upon production of the "Replacement Systems requirements" information, suitable systems may be procured.

It should be noted that that there is likely to be at least a 10 day delivery delay period of new ICT equipment due to the modern supply policies adopted by manufacturers.

Warm Start Recovery Plan

A "Warm Start Recovery" site has been reserved the address of which can be found in the ICT Continuity Plan (Contacts) list, held under separate cover, or by contacting the ICT Service Manager.

In the event of the ICT Incident Manager invoking the Disaster Recovery support contract and requesting the delivery of replacement servers the delivery address above should be given:-

At the invocation of a major disaster the ICT Incident Manager may request that existing Council staff vacate the first floor Depot Offices, in order to provide suitable accommodation of core staff to operate the recovered Business Systems (as listed in the Priority of Service Restoration which is held in a sealed envelope and carried with this plan) during the period of the event.

Potential Secondary sites (Cold Start)

In the event that the Warm Start Recovery site is not available the following SDC owned sites should be utilised in the event of a major incident occurring. The addresses of these locations can be found in the ICT Continuity Plan (Contacts) list, held under separate cover, or by contacting the ICT Service Manager.

Major Local Incident

Should an event occur that renders Salisbury City inaccessible the Disaster Recovery Contract contains an ability to instigate the delivery of a small mobile office facility that can be used in conjunction with the mobile replacement server unit. Both units come with their own diesel generators for providing power and can be located anywhere in the District.

Priority of Service Restoration (as determined by the Risk Management Group)

A more detailed list is available in the "Priority of Service Restoration" document which is contained in a sealed envelope and carried with this plan.

1. Revenues and benefits (Academy system)
2. Financial Management (Agresso and BACS system)
3. Income Management (PARIS system)
4. Document Management (Valid system)
5. Customer Relationship Management (Lagan Frontline system)
6. Internet and Email facilities

Salvage and Insurance

Any major disaster will require evidence to be gathered to support potential Insurance claims.

The ICT Incident Manager should arrange for photographic evidence of the physical damage to any systems or Environmental Infrastructure to be provided. This evidence can be captured either by use of a digital camera or a conventional camera device. Should it not be possible to secure a suitable camera the ICT Incident Manager can authorise the purchase of disposable camera units for this purpose.

Return to base policy

All data that has been generated or processed during the incident should be transferred back on to permanent replacement systems to ensure continuity of information as part of the transition to full operational working.

Any temporary system or temporary server used during a major incident should be completely wiped and have all data thoroughly deleted before being returned to the supplier for re use.

Where a system has been used from existing stock, such as a server from the equipment store, it also should be appropriately de commissioned by having all data permanently deleted.

ICT Continuity emergency equipment

The following list of equipment, which may be required in the event of an incident occurring, is to be kept securely in the "Warm Start" site location.

A box of pencils

A box of pens

A pack of 10x A4 notepads

Torch (with rechargeable batteries)

Basic technician's toolkit



SALISBURY DISTRICT COUNCIL

BIRD FLU

RESPONSE PLAN

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SEMT
SDC Chief Executive
Policy Directors

ABBREVIATIONS

BCM	Business Continuity Management
BCP	Business Continuity Plan
CADMIP	County and District Major Incident Plan
CCDC	Consultant in Communicable Disease Control
CSU	Customer Services Unit
CO	Cabinet Office
DCS	Department of Community Services
DCE	Department for Children and Education
DEFRA	Department for the Environment, Food and Rural Affairs
DH	Department of Health
EPO	Emergency Planning Officer
EPU	Emergency Planning Unit
EPCD	Emergency Planning Contact Directory
SEMT	Special Emergency Management Team
ESU	Environmental Services Unit
GOSW	Government Office for the South West
HPA	Health Protection Agency
HPA SW	Health Protection Agency South West
LRF	Local Resilience Forum
MIJPG	Major Incident Joint Procedures Guide
PCT	Primary Care Trust
PW&I	Public Warning and Information
RCCC	Regional Civil Contingencies Committee
RRF	Regional Resilience Forum
RRT	Regional Resilience Team
SCG	Strategic Coordinating Group
SVS	State Veterinary Service
WCC	Wiltshire County Council
WCC ONE ⁰¹	Wiltshire County Council's Emergency Helpline

SECTION 1: INTRODUCTION TO THE PLAN

1. BACKGROUND

a. HUMAN HEALTH CONCERNS

Avian Influenza is primarily a disease of birds. Humans can only be infected by the disease through close contact with live infected birds. However, there is concern that the virus may change (reassort or mutate) to emerge as a new virus that is transmissible between people, and capable of causing disease in people, birds and other animals.

2. LOCAL AUTHORITY ROLE

a. OVERVIEW OF LOCAL AUTHORITY ROLE

- i. Bird Flue is a notifiable animal disease.
- ii. Further details of the duties placed upon local authorities by the Civil Contingencies Act, the Animal Health Act and European Communities Act are available within the LACORS Generic Notifiable Animal Disease Contingency Plan Template for Local Authorities in England.
- iii. Local authorities will perform a range of essential duties in the event of an Avian Influenza outbreak. The role played the local authority will be key to ensuring the effective control and eradication of a disease situation, and in ensuring that the needs of the local community are provided for.
- iv. Local authorities will also play an essential role in ensuring that their communities are made aware of the current situation and any restrictions upon activities, without causing any concern or panic.

3. NATIONAL PLANS/ORDERS/REGULATIONS

- a. The Department for the Environment, Food and Rural Affairs (DEFRA) will lead nationally during any outbreak of Avian Influenza and a number of documents are available which will be used to form the basis of the local response to deal with such an event:

- DEFRA Exotic Animal Diseases Generic Contingency Plan
- LACORS Generic Notifiable Animal Disease Contingency Plan Annex A
- DEFRA Disease of Poultry Order 2003
- Wiltshire County Council Avian Influenza Framework Plan

4. SDC RESPONSE

a. GENERAL

The way in which Salisbury District Council is alerted to an outbreak of Avian Influenza may vary, dependant upon whether the disease is discovered amongst poultry or the wild bird population.

- b. DEFRA have issued guidance for the public on Avian Influenza which is available on their website, and a helpline number for people who find dead wild birds. This information has been published on the WCC Emergency Planning WebPages.

5. THE PLAN

a. AIM

The aim of this plan is to set out a framework which will allow Salisbury District Council to ensure that its essential services are, as far as is possible, maintained. It will also endeavour to assist other local councils with the effective control and eradication of a disease situation, and to ensure that the needs of the local community are provided for if an outbreak occurs within the county. Also, it will ensure that the Business Continuity Plan (BCP) is activated at an early enough stage of the incident if it is considered necessary to do so.

b. SCOPE

This plan is intended to meet the short term requirements of Salisbury District Council in the event that there is an outbreak of Avian Influenza. It may be updated or replaced at any time by a more detailed document which aligns itself more closely with wider multi agency plans.

c. OBJECTIVES

The objectives of this plan are to:

- Ensure that critical services are maintained and disruption to other key services is kept to a minimum where possible
- Reduce the impact on daily life and business
- Anticipate and plan for other consequences
- Minimise economic loss
- Manage the return to 'normal activity'
- Set up a system for a flexible response to an outbreak of Avian Influenza
- Assist with the eradication and minimise the spread of the virus locally
- Provide timely, authoritative and up to date information for professionals, the public and the media throughout the period of a potential or actual outbreak of Avian Influenza
- Liaise with partner LRF agencies and other external organisations

d. IMPLEMENTATION OF THE PLAN

Responsibility for implementation of the plan rests with the Chief Executive of Salisbury District Council or his/her nominated deputy. The trigger mechanism for activation of this plan in response to an outbreak of Avian Influenza is as follows:

- i. In advance of Avian Influenza affecting the UK generally. The decision to do so will be based on the situation at the time with reference to information from international, national and/or regional sources in addition to information distributed by DEFRA.
- ii. When the county council are notified of an outbreak of Avian Influenza being discovered amongst the poultry or wild bird populations within the county. It may also be activated when outbreaks in neighbouring authority areas make it prudent to place the personnel/organisations mentioned within the plan on a high state of alert.
- iii. This plan is reliant on a number of other plans linked to business continuity in the event of an emergency and should be used in conjunction with those plans identified below:

- The SDC ICT Business Continuity (restoration of services) plan

- Emergency operation of the Crematorium Plan (round the clock operation, maintenance etc.)
- The SDC Emergency Plan
 - County and District Major Incident Plan (CADMIP)
 - Salisbury District Council Business Continuity Plan (BCP)
 - Other district council Business Continuity arrangements
 - LRF Major Incident Joint Procedures Guide (MIJPG)
 - LRF Joint Media Guide (JMG)
 - LRF Public Warning & Information Protocol (PW&I)

iv. Restoration of Services

In the event of large numbers of staff being incapacitated by a bird flu epidemic, services will be restored and/or maintained in accordance with the order identified in the **SDC ICT Business Continuity (restoration of services) plan.**

This plan will also be used to identify the particular skills that will be relied on in an emergency and consideration will be given to how the council can ensure that these skills are available to it when required.

6. PLANNING DETAIL

a. BASIS FOR PLANNING

- i. Salisbury and its surrounding area is a rural district which relies heavily upon its agricultural and tourist industries. Any incident which impacts upon these undertakings and has potential to disrupt the life or affect the wellbeing of the general population is taken very seriously.
- ii. An outbreak of Bird Flu could have serious consequences for the district. Because of this it is considered necessary to formalise the arrangements which the district will take to mitigate the effects of an outbreak of Bird Flu on its community in terms of the essential services it provides and the assistance that it can give to other local councils and national bodies working to minimise disruption.

7. RISK ASSESSMENT

The threat posed by an outbreak of Bird Flu is assessed as follows:

- | | | |
|-----------------------------|--------------|---|
| • Health Impact | 3 | |
| • Economic Impact | 4 | |
| • Social Impact | 3 | |
| • Environmental Impact | | 4 |
| • Overall Impact Assessment | 4 - major | |
| • Likelihood | 3 - possible | |
| • Risk Assessment | High | |

SECTION 2: REPONSE

1. RESPONSE

a. ALERT AND CALL OUT

- i. The contact details for all staff that should be notified in the event of an increase in alert levels can be found in the Emergency Planning Contact Directory (EPCD).
- ii. It is the responsibility of all personnel with roles and responsibilities within this plan to ensure that they are fully conversant with the alert and call out procedures for their own units and/or organisations.
- iii. Once the Emergency Planning Unit have been given the alert, which in all probability will be from DEFRA or Trading Standards, the following personnel/organisations must be informed as soon as is practicably possible using the contact details in the SDC EPCD:
 - SDC Chief Executive
 - SDC Emergency Planning Officer
 - County and other District Council Chief Executives via the Emergency Planning Coordinator
 - Other Directors as considered appropriate at the time. (bearing in mind requirements for Emergency Management Team)
 - Communications Manager
 - Head of Legal and Property
 - Head of Financial Services
 - Web management Team Leader
 - Waste Management Team
 - Head of Customer Services Unit and personnel from that unit as s/he deems appropriate.
 - Emergency Planning Team members
 - Police (possibly already notified by DEFRA DVM but need to establish communications ASAP with emergency planning and response staff)
 - Environment Agency (possibly already notified by DEFRA DVM but need to establish communications ASAP with emergency planning and response staff)

b. SPECIAL EMERGENCY MANAGEMENT TEAM

a. This will comprise:

- Chief Executive
- Policy Directors
- Emergency Planning Officer
- Head of Communications Team
- County or other District Council representative (if required - see below)
- Others (as appropriate)

c The Chief Executive of Salisbury District Council or his/her nominated Deputy will attend the LRF (or the SCG if a major incident is declared) at Police Headquarters, Devizes and establish the link between the multi agency strategic management procedures and the local authorities.

d Thought needs to be given to the coordination between district and county council efforts. How representation and information flow is established between the teams

should be agreed prior to the implementation of this plan.

e Section 3 to this Plan covers the roles and responsibilities of the SEMT in more detail.

f In the event of an emergency, the SEMT will be responsible for providing day to day direction and implementation of the response plan.

f. DEFINITION OF A MAJOR HEALTH INCIDENT

“Any occurrence which presents a serious threat to the health of the community, disruption to the service, or causes (or is likely to cause) such numbers or types of casualties as to require special arrangements to be implemented by hospitals, ambulance services or health authorities.”

NOTE: The activation of this plan does not in itself constitute the declaration of a Major Incident.

e. For the purposes of this plan, any member of Management Team who considers that the outbreak has reached or is likely to escalate to the extent that any of the criteria outlined above are met, is empowered to declare a Major Incident (if such a declaration has not previously been made by an authorised member of any of the other LRF partner agencies). Once the declaration has been made the fact should be recorded together with the reasons for declaration, and cascaded to all LRF partner agencies, Chief Officers of other district councils and the county council, managers and Incident Room staff.

f. Once a Major Incident has been declared, the LRF, which is the strategic emergency planning group for the county, becomes the Strategic Coordinating Group (SCG). This change in name denotes the group’s shift in emphasis from an emergency planning role to one of emergency response and recovery. The lead agency for this group may change in relation to the nature of the incident or the stage of response. For the purposes of responding to an outbreak of Bird Flu the lead will be taken by the local authority.

g. CROSS BORDER LIAISON

i. **Liaison with other neighbouring authorities will be achieved through the Regional Resilience Forum (RRF)/Regional Civil Contingencies Committee (RCCC) when/if it has been established, (transformation of the RRF into the RCCC follows similar criteria for the LRF/SCG evolution). For those neighbouring authorities which do not form part of the South West region, liaison will be established between the respective government offices in the Southeast and West Midlands regions.**

ii. **A flow chart setting out the emergency management structure and communication/information links between the local, regional and national responders can be found at Annex A to this Plan.**

H COMMUNICATIONS

i. GENERAL

a. The Communications Unit will lead on all media and public relations issues within the district. However, it will establish and maintain a close working relationship with the Communications Teams of other District and the County Councils.

b. They will also be required to work in close cooperation with the Media Relations Team from Wiltshire Police who will lead on behalf of the agencies

which make up the Local Resilience Forum in the event that a Major Incident is declared.

- c. The LRF Joint Media Guide, which has been agreed by all of the LRF agencies, will form the multi agency response to the media effort. The LRF Public Warning and Information Strategy will assist in deciding upon the course of action when releasing information directly to the public.

I SDC COMMUNICATIONS TEAM

To ensure consistency of message it is suggested that all of the communications activities listed below are co-ordinated through head of communications or the media relations manager together with relevant senior officers.

a. Key issues

- Capacity - we are likely to see a huge increase in press calls and it is anticipated that it may be necessary to bring in call handlers from the Customer Services Unit (CCU) or the One⁰¹ emergency helpline service coordinated through the EPU.
- Mixed messages – it will be important to liaise with relevant partner organisations at a very early stage to ensure co-ordination of communications
- If we have a prolonged and extensive outbreak then it is likely that other communications activity may have to be scaled down or even ceased.
- Clarity over which organisation leads on communications and what role other communications offices will play is set out within the LRF Joint Media Guide

b. Key Communications team staff can be contacted through the Media Relations contact as found in the SDC Emergency Planning Contact Directory (EPCD).

c. Likely initial communications within the first 24 hours will require:

- Formulation of key messages
- Placing a holding statement on the front and emergency planning pages of both intranet and internet
- Briefing CSU and developing a helpline script
- Responding to media queries and briefing media representatives
- Issue global email to staff
- Liaise with relevant press offices

d. The following table outlines the strategy for communicating with the various personnel and agencies who will need to be kept updated on the response to and issues surrounding an outbreak of Bird Flu within the district.

TABLE 1 COMMUNICATIONS STRATEGY

	General public	Media	Staff	Relevant partners	Councillors
O B J E C T I V E S	<p>Provide access to appropriate advice on health and animal welfare (direct to external sources such as DEFRA & HPA)</p> <p>Provide up-to-date information on any movement restrictions</p>	<p>Provide up-to-date information on the current situation</p> <p>Provide access to people to interview where required</p>	<p>To ensure staff have information they need to do their day to day job</p> <p>To ensure relevant staff have the information they need to answer basic questions from the public</p> <p>To ensure staff know who to approach for further information should they require it.</p>	<p>To ensure partner organisations are aware of what other partners are doing and saying</p> <p>To ensure they know who to approach for further info.</p>	<p>Ensure they are aware of the steps we are taking</p> <p>Ensure they are aware of where to go for further information for themselves and local people who contact them</p>
C H A N N E L S	<p>Internet</p> <p>Customer Services Unit</p> <p>Media</p> <p>Other helplines and websites</p>	<p>Press releases</p> <p>Press briefings (where appropriate)</p> <p>Dealing with media inquiries</p>	<p>Intranet</p> <p>Global messages N&V (if ongoing)</p>	<p>Briefings</p> <p>Copy in on external communications (such as press releases)</p>	<p>Electronic Briefing note</p> <p>Press releases</p> <p>Verbal briefing for both leader and relevant cabinet members</p>
A C T I V I T Y	<p>Update website</p> <p>Scripts and FAQ for CSU</p>	<p>Write press releases</p> <p>Write FAQ</p> <p>Organise briefings</p> <p>Answer press inquiries</p> <p>Liaison with other partner comms teams (eg police, PCT and county and other district councils)</p>	<p>Write and update intranet copy</p> <p>Write and issue global messages</p> <p>Devise other internal comms as appropriate</p>	<p>Send press release to partners</p> <p>Arrange briefings for their relevant officers (if required)</p>	<p>Write briefing note</p> <p>Send press releases</p> <p>Brief relevant cabinet members and leader</p>
B Y W H O M	<p>Script for CSU to be drawn up by CSU in coordination with comms,</p> <p>FAQ to be drawn up by media team,</p> <p>Website to be updated by comms officers</p>	<p>Media team to write and deal with this issues</p>	<p>Internal comms team to deal with this</p>	<p>Media team to ensure partners receive press releases.</p> <p>Briefings to be written by relevant service officers</p>	<p>Relevant service officer to write</p> <p>Press releases to be sent by press office</p> <p>Briefing to be given to cabinet members by relevant service officer</p>

SECTION 3 SPECIAL EMERGENCY MANAGEMENT TEAM (SEMT)

1. ROLES AND RESPONSIBILITIES

a. SEMT

Location, timings and agenda

b. The time of the Chief Executive and Management Teams of the county and district councils will be at a premium should there be an outbreak that affects the county. Whenever feasible the SEMT meetings should be held at regular intervals, to coincide with LRF/SCG meetings. The duration of the meetings should be set and strict control applied by the Chair. To assist the Chair in this task a standing agenda, covering all of the relevant areas, should be adopted. This will ensure that no detail is overlooked and outstanding issues are not missed. A suggested standing agenda can be found at Annex B to this Plan.

c. The primary function of the team will be to consider policy matters affecting the local authorities, at a strategic level in relation to an outbreak of Bird Flu that affects the district either directly or indirectly.

d. Its aim will be to ensure that the organisational and procedural measures are put in place to mitigate the effects of the incident and these are suitable, effective and sustainable for the duration of the incident. Furthermore, the measures should be flexible enough to deal with a fast changing scenario.

e. The core objectives for the team are to:

- Work with the strategic major incident management effort of the county and district councils during a bird flu outbreak
- Maintain an accurate official record of policy decisions made
- Implement 'Best Practice' in relation to the major incident
- Identify lessons learned and review procedures

f. The enabling objectives below will assist the SEMT in meeting the core objectives set out previously:

- Establish and determine terms of reference and nominate members of working groups to deal with identified specific issues which may impact directly on the ability of the authority to operate
- Identify serious issues as and when they arise. Categorise, prioritise and delegate them to an appropriate working group for attention
- Liaise with partner LRF agencies
- Determine the local authority public warning and information strategy and when to implement it in
- Determine the policy with regard to the activation of the local authority's Business Continuity Plans to ensure the delivery of critical services

- Authorise and record expenditure for goods and/or services to enable the authority to meet its responsibilities within the overall emergency management and business continuity frameworks in relation to the emergency
- Ensure that systems are in place to enable the effective dissemination of minutes, situation reports and information to those people and/or agencies that need them
- Establish a mechanism for re-establishing services which have been suspended or downgraded as a result of the outbreak
- Establish the criteria for deciding when to return to normal operations

- Establish a system to escalate procedures and systems should there be subsequent outbreaks of Bird Flu.
- g. There will be times when the SEMT formulates a policy to enable tactical and operational teams to carry out their duties within a clearly defined framework. When policy decisions are reached and the policy is formally set, this must be recorded. Copies of the decision should then be distributed as 'Priority' to the appropriate service heads and team leaders to make sure that they are aware of the implications for their specific area of responsibility.

2. SDC CHIEF EXECUTIVE

Manage the district council response to an outbreak of Avian Influenza:

- Sit on the LRF/SCG when established
- Chair SEMT when established
- Establish impact on Business Continuity and initiate appropriate BC arrangements
- Give consideration to requests for support from other Wiltshire local authorities or Wiltshire County Council.

3. Policy Directors

Manage their areas of responsibility's response to Avian Influenza:

- Establish BCM arrangements where necessary
- Consider and implement welfare arrangements for response staff
- Trading Standards issues in partnership with WCC – Protection and Surveillance zones – animal welfare – registration of flocks 50+ birds – signing restricted areas – security and access controls to restricted areas
- Rights of Way issues in partnership with WCC – ensuring correct procedures followed to close footpaths etc – mapping closures – informing public of closures (including publishing maps on web)
- Emergency Planning issues – liaising with LRF agencies (particularly HPA and PCT in relation to possible human infection issues) – coordination of LA response – implementing public warning and information procedures – providing support to Service Unit Heads
- Waste Management issues – transport of carcasses/animal remains from infected premises to registered disposal site in appropriate vehicles
- Assist WCC with highways issues – where disinfection procedures encroach upon highways – assisting with signage
- Assist WCC with advice to schools if required.
- Assist other agencies/councils with welfare issues – particularly around families on infected premises
- Assist other agencies/councils with welfare issues involving children on infected premises – e.g. disinfection, attending school etc.
- Assist WCC if required in relation to schools with poultry
- Legal issues –local authority response in general
- Communications issues – media relations/briefings – provision of information to the public (WebPage, Customer Services Unit) – collation and dissemination of information to relevant department/section
- Occupational Health and Safety issues – ensuring that risk assessments for the council's involvement are carried out and correctly recorded (e.g. LA staff attending infected premises if required) – monitoring the wellbeing of staff involved in responding to the incident (provision of counselling services if required)
- SEMT/LRF meetings – taking minutes and recording decisions and circulating them to designated recipients

- Human resource issues – work time recording for response staff – overtime/time off in lieu arrangements
- Finance issues – establish emergency accounting code – monitor and record expenditure in relation to the response
- IT issues – ensure that IT support is available to support the council's response

APPENDIX 1 – EMERGENCY FLOW CHART

