APPENDIX 1

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

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

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**

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 Councils 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 Councils 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

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**

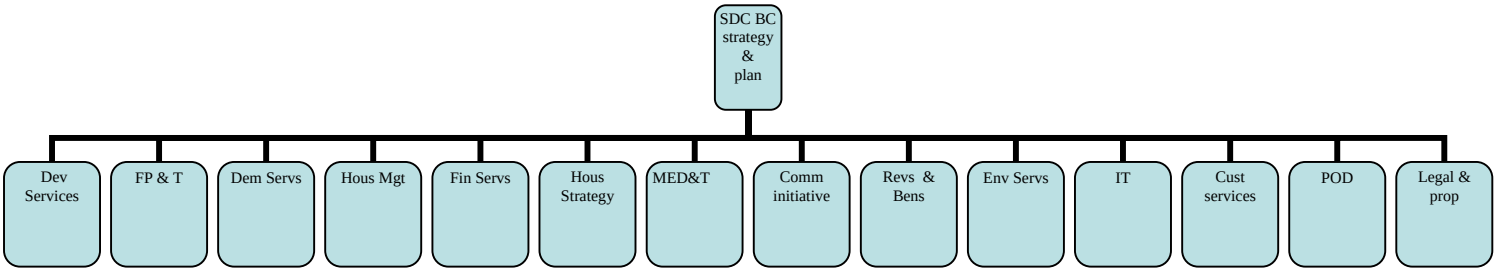

Diagram 1 – Hierarchy of BCPs

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

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

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

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.

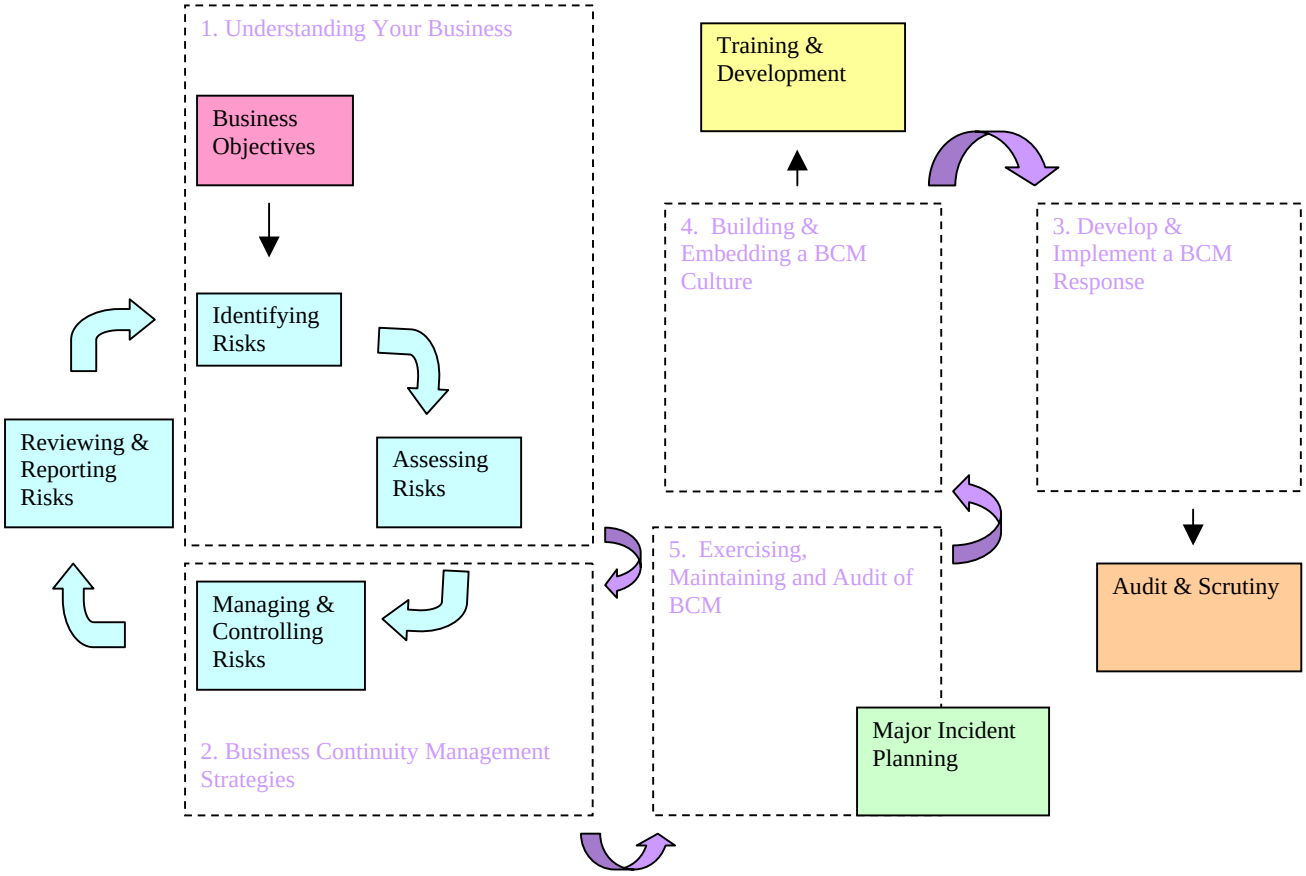

Diagram 2 - (BCI) '5 stage' methodology

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	

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 organsiation, 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

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

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

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

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

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

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.

- 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

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