BUSINESS CONTINUITY

CORPORATE PLAN

September 2011
Version 1.8

AMENDMENT RECORD

Issue No.	Pages	Date	Amended by
1.0	All	June 2008	T Lucas
1.1	Addition of Adur plan	February 2009	T Lucas/J Rodway
1.2	Slight amendments	17th February 2009	J Rodway
1.3	Amended following PMB	5th March 2009	T Lucas
1.4	Amended following JOSC	20th March 2009	T Lucas
1.5	Minor amendments and Yellow Pages added	14th April 2009	T Lucas/J Rodway
1.6	Final draft	22nd May 2009	T Lucas/J Rodway
1.7	Revised draft	May 2011	T Lucas
1.8	Revised following MT meeting	September 2011	T Lucas

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FOREWARD

"Business Continuity Management is a management process that helps manage the risks to the smooth running of an organisation or the delivery of a service ensuring that the business can continue in the event of a disruption."

Under the Civil Contingencies Act 2004, the Council has a duty to maintain plans for the purpose of ensuring, so far as is reasonably practicable, that if an emergency occurs it is able to continue to perform its functions.

The Business Recovery Team for the Council is responsible directly to the Members and the Chief Executive for the overall handling, coherence and effectiveness of this Business Continuity Plan.

Strategic Directors and Executive Heads of Service are responsible for ensuring that the detailed information applicable to their department is current.

There will be an annual review of all parts of the plan to identify any changes required and confirm that the plans are being kept up to date.

The Chief Executive and Strategic Directors are responsible, under the Civil Contingencies Act 2004, for ensuring that the work required to be carried out under this plan is undertaken in an effective manner.

The Council's Business Continuity Plans must be considered in conjunction with other contingency and emergency plans in force within the Council.

Signed

Peter Latham
(Chief Executive)

CONTENTS

SECTION ONE - STRUCTURE

1.1. Strategic Management Group (Strategic) – To meet in the event of an incident

The alerting lists and contact details for the Strategic Management Group are set out in Appendix "A".

1.2. Business Recovery Team

The Business Recovery Team (BRT) is responsible for the overall handling, coherence and effectiveness of Business Continuity for the Council. It will also form the basis of the Strategic Management Group for Business Continuity incidents and will consist of:-

> Strategic Director with responsibility for Business Continuity   (Chair)
> Strategic Director
> Executive Head of Technical Services
> Executive Head of Financial Services
> Business Services Manager
> Emergency Planning Officer
> ICT Services Manager (CenSus)
> ICT Team Leader (Adur)
> ICT Team Leader (Worthing)

The alerting lists and contact details for the BRT are set out in Appendix "A" Where Officers are not available, then substitutes may be nominated to attend in their place. Where the Chair is not available a chair for that meeting will be appointed by the Team.

Additional personnel can be seconded for each particular incident. This should always include the Executive Head of Legal & Democratic Services, or his representatives.

1.3. Site Response Team

Where the incident affects a particular site, the BRT will appoint a Response Team that will form the Operational Team for that incident.

1.4   Business Continuity Command Centre

The Business Continuity Command Centre will, in respect of large incidents, normally be set up separately from the Council's Emergency Centre, where that is invoked. Where both incidents are of a size that can be managed by one command centre, then this would be preferred.

The possible locations for the Business Continuity Command Centre are identified in Appendix "B".

1.5   Fall Back Sites

Should an incident occur which precludes staff from working in their normal place of employment, they may be relocated to another work area for the duration of the incident.

The temporary work area may be in another part of their normal building, in an adjacent building or at any other place established for that purpose by the Council.

SECTION TWO – INTRODUCTION

2.1.   What is Business Continuity Management?
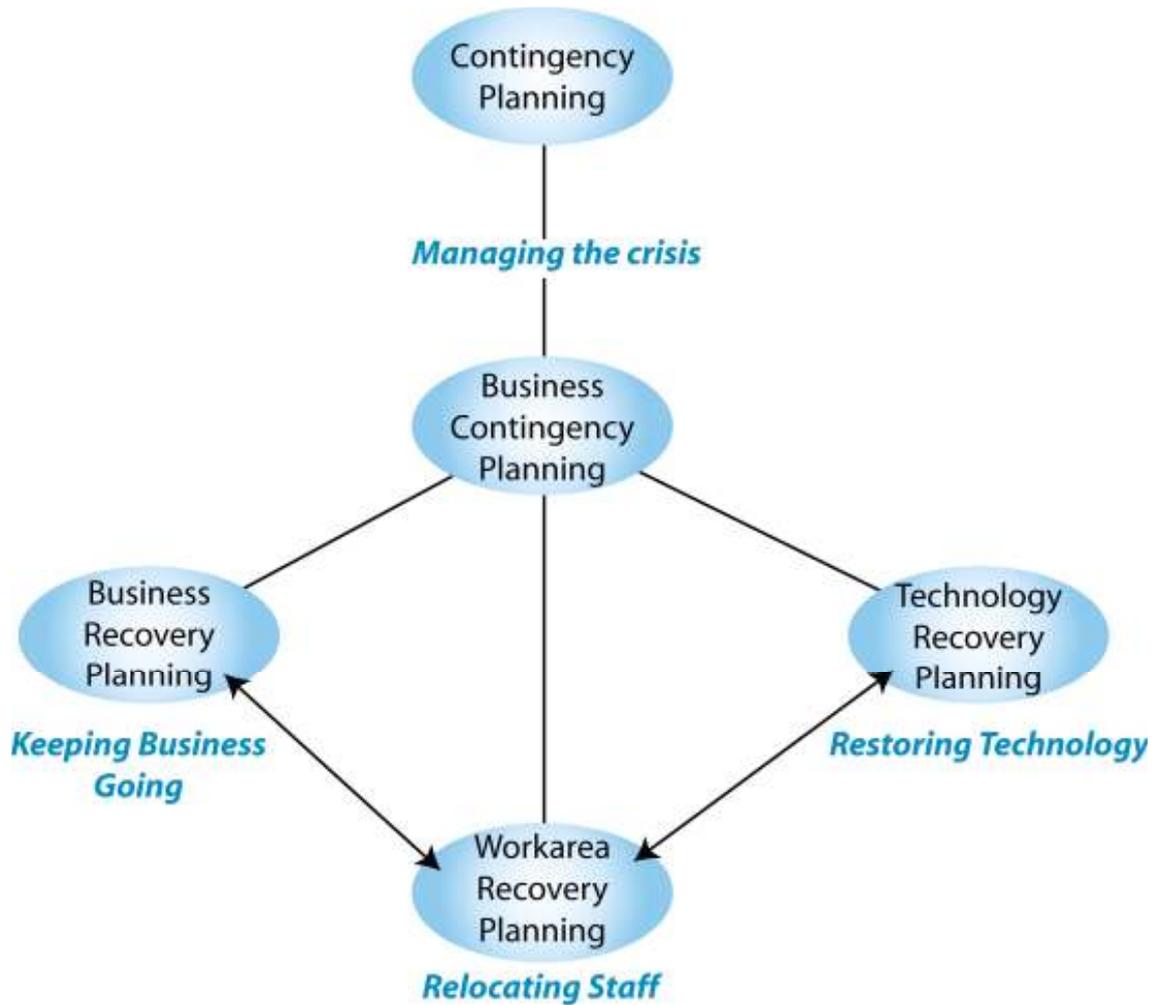
2.2. Background

2.2.1. The Civil Contingencies Act 2004 places a duty on the Council to maintain plans to ensure that it can continue to perform its functions in the event of an emergency, so far as is reasonably practicable. This duty relates to all the functions of the Council, not just its civil protection functions. To be able to help others in an emergency, the Council will first need to be able to keep its own crisis response capabilities going. However, it also needs to be able to continue to deliver critical aspects of its day-to-day functions in the event of an emergency, if the impact on the community is to be kept to a minimum.

2.2.2. The qualification "so far as is reasonably practical" has three elements to it:

(a) Criticality: The ability to focus on ensuring that the Council can deliver critical functions. The following is not intended to be a definitive list, but rather a series of useful indicators:-

      (i) Emergency Management/civil protection
      (ii) Impact on human welfare, the environment and security
      (iii) Legal implications
      (iv) Financial implications
      (v) Reputation

(b) Service levels: The Act does not require the Council to continue to deliver its functions at ordinary levels in the event of an emergency. Some critical functions may need to be scaled up, while others (which are non-critical) may need to be scaled down or suspended.

(c) Balance of investments: No Local Authority will be in a position to commit unlimited resources to Business Continuity Management. It is for each Local Authority to decide the level of protection sought in the light of resources available and the appetite for risk.

2.3. Purpose of the Plan

2.3.1. The aim of the business continuity plan is to provide a set of effective and practical procedures which:-

      (i)   minimise disruption within each business area

      (ii)   enable normal working to be resumed in the shortest possible time.

2.3.2. The objectives of the Business Continuity Plan are:-

     (i)   To ensure control is established at a senior level with the business at the critical early stages of a disaster situation.

     (ii)   To provide the Recovery Teams with a detailed list of actions to cover the initial period following a disaster.

The Business Recovery Process
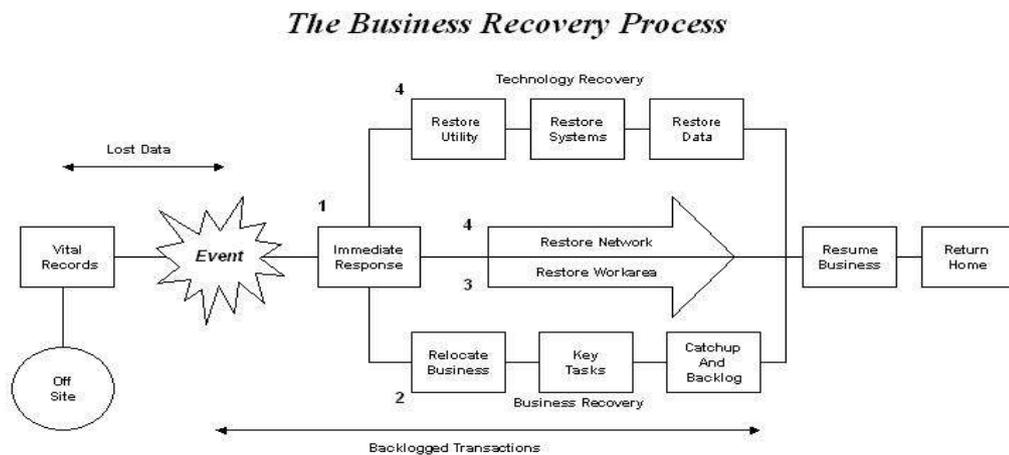
Key:

1. Contingency Planning:	Crisis Management, Escalation and Invocation	
2. Business Recovery:	Relocating (if required), attending to priorities, recovering lost work and catching up on any backlog	
3. Workarea Recovery:	Preparing alternate site(s) for occupation	
4. Technology Recovery:	Resurrecting technology platforms, restoring systems and data backups, synchronising systems, communications, determine business critical processes and business systems applications	

SECTION THREE – ORGANISATION

3.1. Response to potential or declared major business continuity emergencies affecting a Council property

3.1.1. In the event of a major business continuity emergency taking place:-

a) During working hours –

(i) the normal fire and evacuation procedures would be implemented.
(ii) non essential staff could be sent home with instructions to return to a nominated temporary location on the next working day.
(iii) provide emergency telephone facilities both for staff to contact next of kin and for management to implement recovery plan.

b) Outside working hours –

(i) management team would assess the effects of the incident and plan the recovery strategy, then, using contact lists and all media resources endeavour to inform all staff and public of the situation.

3.1.2. An early assessment should be undertaken by each section affected by the incident to establish:-

(i) what equipment is recoverable
(ii) which buildings or parts of buildings are habitable

3.1.3. If not already informed, the Business Recovery Team should be notified of the incident in accordance with the provisions of paragraphs 3.2.1 and 3.2.2 below.

3.2. Response to potential or declared business continuity incident affecting a Council service

3.2.1. a) During working hours:-

(i) The person discovering the incident should take all reasonable steps to mitigate the situation and then inform his/her manager.

(ii) The manager should immediately notify the Business Recovery Team through either the Emergency Planning Officer or Business Services Manager

3.2.2. b) Outside working hours:-

(i) The person discovering the incident should ensure the Business Recovery Team is informed by contacting the duty Emergency Planning contact through the Worthing out of hours number 01903 821992.

3.2.3. When the situation allows, but in any event within 24 hours, the manager should complete the Business Continuity incident eForm which is held on the Council's intranet.

3.2. Invocation

3.2.1. Depending on the severity of the incident, the Senior Officer present in consultation with the Business Recovery Team will determine the category of response under the Business Continuity Plan, as shown in the following paragraphs.

3.2.2. A suggested agenda for the first Business Recovery Team meeting is set out in Appendix "D"

3.3. Invocation and Command and Control Structure

3.3.1. Incidents will normally fall into the following categories:-

Major Emergency (e.g. fire destroys or damages a significant property)
Category One

Physical recovery at site ← **Site Recovery Team** (Operational)

Co-ordination of incident response & recovery ← **Business Recovery Team** (Tactical) ↔ **Strategic Management Group** (Strategic)

Strategic direction & overview of incident/recovery
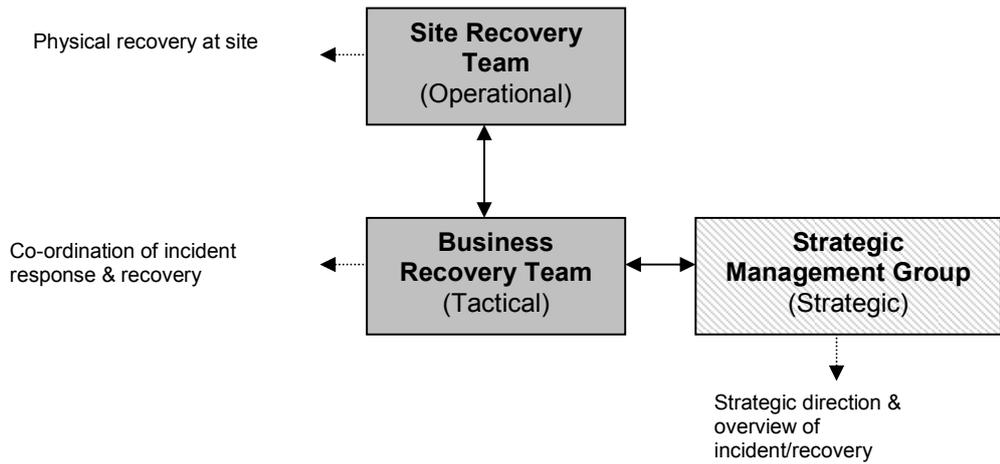
Emergency (e.g. involving severe disruption to one service / loss of one / two floors of building)
Category Two

Site Recovery Team (Operational)

Business Recovery Team (Tactical) ↔ **Strategic Management Group** (Strategic)
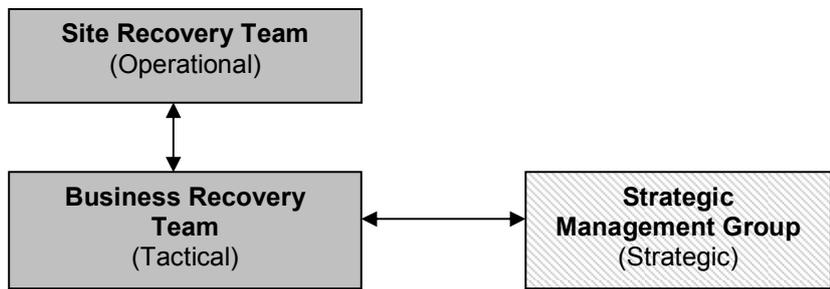
Emergencies (e.g. involving disruption to one or several service(s) for a short period of time.
Category Three

Site Recovery Team
(Operational)

↕

Business Recovery Team
(Tactical)
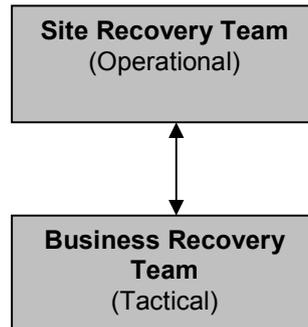
3.3.2. The above are by necessity examples only, as it is impossible to clearly define an emergency and it is unlikely that any disruption to service will fall neatly into one of the three categories. Therefore it is essential to make clear that this is a guide only, and discussions will need to take place to ensure that the best response to fit the emergency is applied at the time.

3.4.   Chief Executive's responsibilities

3.4.1. The Chief Executive has overall responsibility in respect of all aspects of Business Continuity Management, including ensuring that the Business Continuity Plan is up to date, that Managers are familiar with their responsibilities and staff are aware of their roles and have been adequately trained. A Champion for Business Continuity Management will be appointed to oversee the day to day running of Business Continuity.

3.4.2. In the event of a serious incident, the Chief Executive, or in his absence a nominated Senior Officer, will chair the Strategic Management Group and will provide strategic direction to those involved in the recovery.

3.4.3. The Chief Executive, or if the Chief Executive is not available any authorised Officer, has delegated powers to make urgent decisions in accordance with the Council's Standing Orders.

3.5.   Elected Members responsibilities

3.5.1. Unless specifically requested to do so by the Strategic Management Group, Elected Members, not being members of the Strategic Management Group, will not be required to become involved in the activation of the Business Continuity Plan.

3.5.2. All Elected Members will be expected to:-

(i) Monitor the effect of the emergency on their ward and feed back any problems to the Strategic Management Group.

(ii) Use their local knowledge to assist the Strategic Management Group in any way.

(iii) Provide support for members of staff in the recovery stage of the incident.

3.6.   Strategic Management Group (Strategic)

3.6.1 The Strategic Management Group is responsible for the strategic direction and overview of the incident and recovery. The Group will normally consist of the Chief Executive, or if he was not available, a nominated Strategic Director, the Leader, Opposition Leader and nominated Cabinet Members. They would report to the full Council and be responsible for reporting to the community in respect of the incident.

3.6.1. The initial tasks for the Strategic Management Group are set out in Appendix "E".

3.7. Business Recovery Team (Tactical)

3.7.1 The Business Recovery Team will normally be chaired by the Strategic Director with Business Continuity Responsibilities and will ensure that Business Continuity Plans are progressed in accordance with the Business Continuity Action Plan and will give advice to Section Heads as necessary.

3.7.2 In an emergency it will comprise the predetermined members of the team plus any other persons seconded to the Team for that particular incident

3.7.3 Where the incident is large enough for the Strategic Management Group to be formed, the Business Recovery Team will report to them, otherwise, where the incident is small, the Business Recovery Team will take the lead.

3.7.4 The role of the Business Recovery Team will be to receive reports and requests from the Site Recovery Team and to resource the recovery process.

3.7.5. The initial tasks of the Business Recovery Team are set out in Appendix "F".

3.8. Site Recovery Team (Operational)

3.8.1 The Site Recovery Team will usually comprise of staff from within the team concerned and will be responsible for recovering/restarting crucial business functions.

3.8.2 They are responsible for ensuring their specific business continuity plans are implemented.

3.8.3 They take direction from the Business Recovery Team (Tactical) and will report to them.

3.9. Communications structure

3.9.1 Experience shows that communications is an area that commonly has problems in the event of an incident. Departments should ensure that the following communication channels are followed wherever possible. Double headed arrows indicate that communications should be a two way process.

3.9.2 Communications channels – initial phase – crisis declared

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                    ┌─────────────────────┐
                    │  Emergency Services │
                    └─────────────────────┘
                              ↕
                    ┌─────────────────────┐
                    │   BRT (Tactical)    │
                    └─────────────────────┘
                              ↕
        ┌─────────────────────┼─────────────────────────────┐
        ↕                     ↕                             ↕
┌──────────────┐    ┌──────────────────┐          ┌──────────────────┐
│ Site Recovery│    │  Communications  │          │    Strategic     │
│     Team     │↔   │                  │↔         │ Management Group │
│ (Operational)│    │                  │          │   (Strategic)    │
└──────────────┘    └──────────────────┘          └──────────────────┘
        ↕                ↕          ↕                       ↕
┌──────────────┐   ┌────────┐  ┌──────────┐                │
│ Section Heads│   │ Media  │  │ Members  │←───────────────┘
└──────────────┘   └────────┘  └──────────┘
        ↕
┌───────┴────────────────────────────────────┐
↕            ↕              ↕              ↕
┌──────────┐ ┌────────────┐ ┌──────────────────┐ ┌────────┐
│ Suppliers│ │ Contractors│ │ Utilities/Services│ │ Staff  │
└──────────┘ └────────────┘ └──────────────────┘ └────────┘
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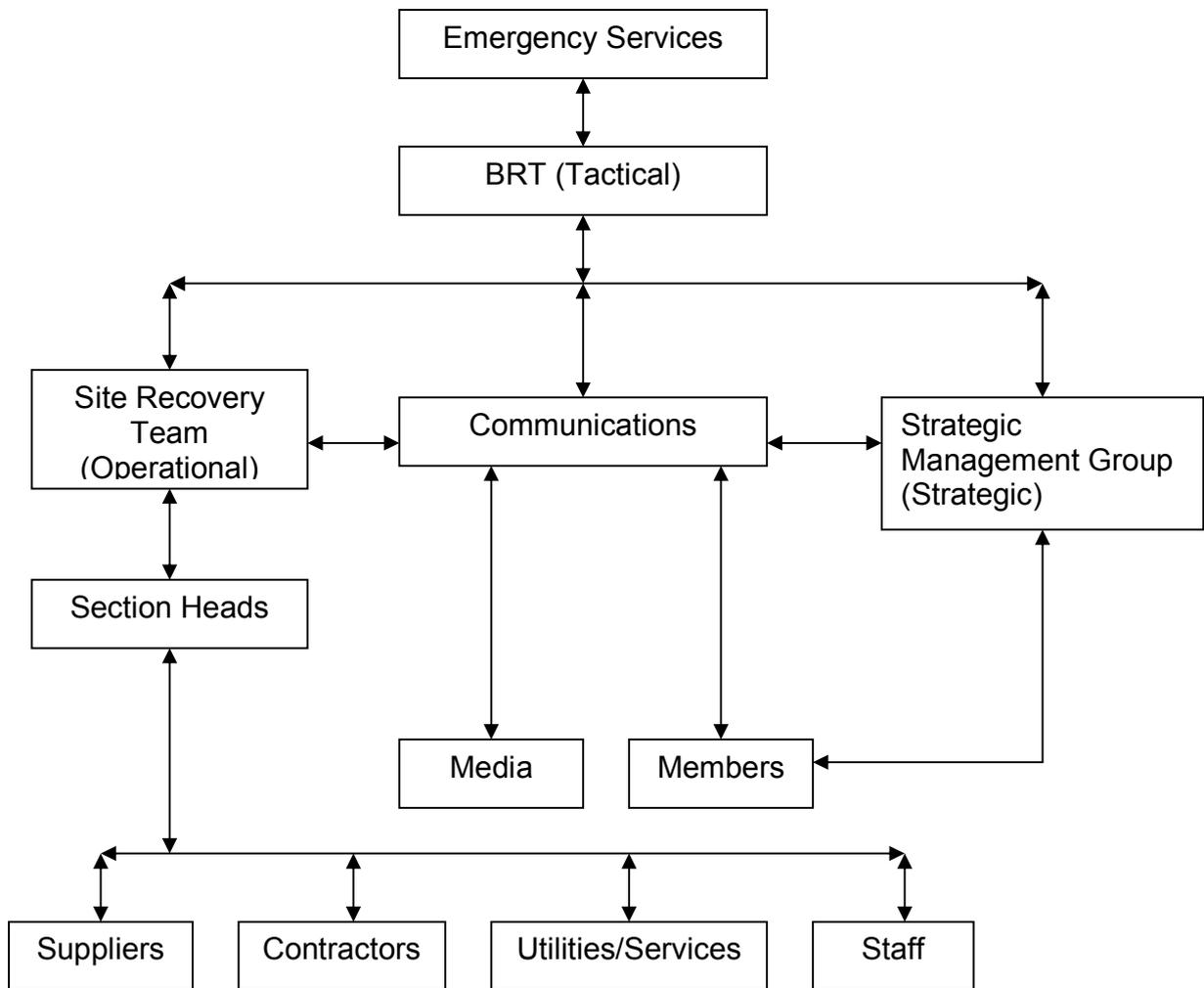
3.9.3. Communications channels – recovery phase

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┌──────────────────┐                    ┌──────────────┐
│    Strategic      │ ◄────────────────► │   Members    │
│ Management Group  │                    │              │
└──────────────────┘                    └──────────────┘
          ▲                                     ▲
          ▼                                     │
┌──────────────────┐                            │
│  Communications  │                            │
└──────────────────┘                            │
  ▲       ▲     ▲                               │
  │       │     ▼                               │
  │       │  ┌──────────────┐                   │
  │       │  │    Media     │ ◄────────────────►│
  │       │  └──────────────┘                   ▼
  │       │                            ┌──────────────┐
  │       │                            │  Residents   │
  │       │                            └──────────────┘
  ▼       │
┌──────────────────┐
│    Business       │
│  Recovery Team    │
└──────────────────┘
          ▲
          ▼
┌──────────────────┐
│   Site Recovery   │
│      Team         │
└──────────────────┘
  ▲           ▲
  ▼           ▼
┌──────────┐  ┌──────────┐
│Contractors│◄►│  Staff   │
└──────────┘  └──────────┘
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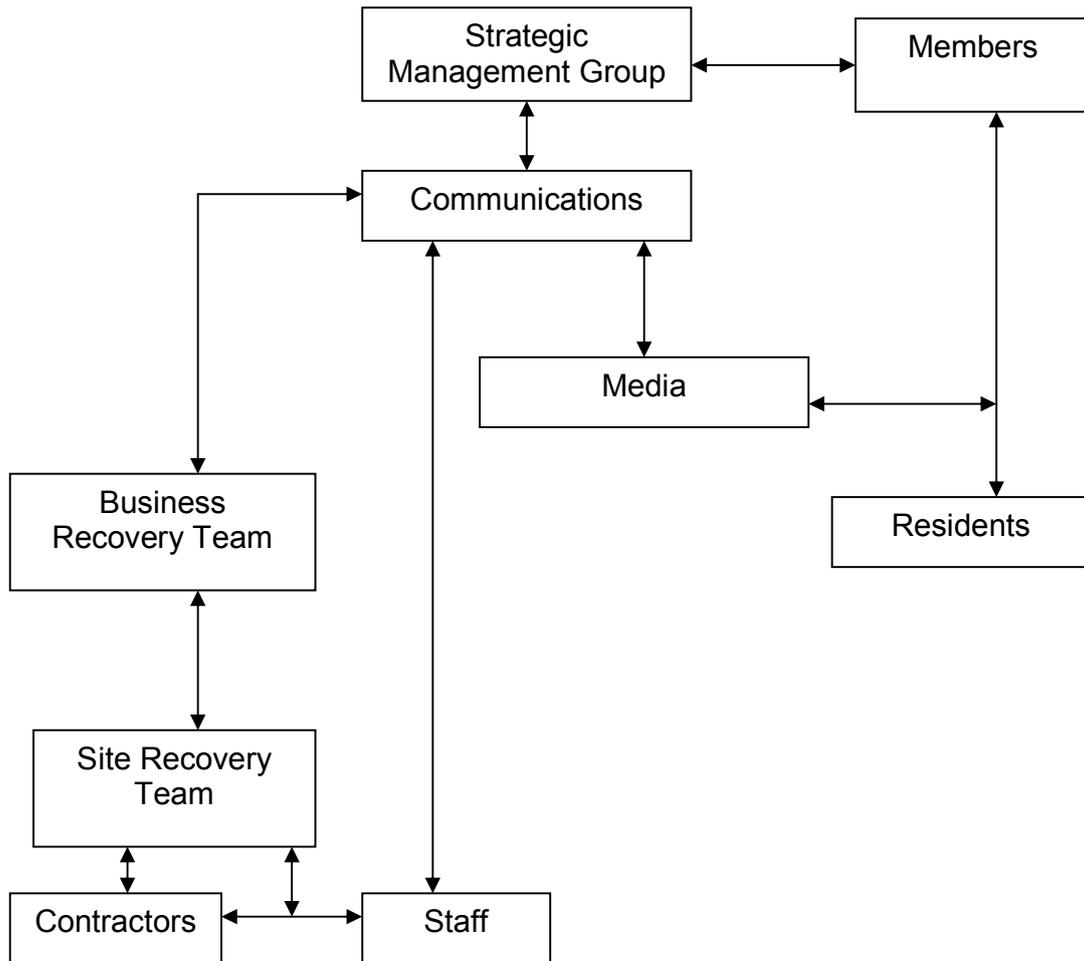
SECTION FOUR – CORPORATE PRIORITIES

4.1. Priorities

4.1.1   The Council, as a Category 1 Responder under the Civil Contingencies Act 2004, must maintain plans to ensure that it can continue to perform its functions in the event of an emergency. This duty relates to all the functions of the Council, not just the civil protection functions.

4.1.2.   Ideally, the Council would be able to continue all of its functions at ordinary service levels in the event of an emergency. In practice, this may not prove possible. It also depends if the emergency directly affects any of the Council's buildings or services. It is therefore essential that the Council identify those services that are considered critical to the successful operation of the Council.

4.1.3.   A prioritised list of the essential services identified by the Council is contained in Appendix "C" to this plan.

SECTION FIVE – TRAINING AND EXERCISING

5.1. Training

All personnel who have a responsibility for Business Continuity under this plan will receive initial basic training on their responsibilities and refresher training as and when required or determined as necessary by the Business Recovery Team.

Elements of the Business Continuity Plan should be tested by exercise on an annual basis. A major live Business Continuity exercise should be undertaken every five years, or sooner as determined by the Business Recovery Team taking into consideration any changes in circumstances.

5.2 Debrief

At the end of any Business Continuity incident or exercise, a debrief will be held, facilitated by the Emergency Planning Officer, to determine the lessons learned.

The Business Continuity arrangements may have to be amended and updated following any debrief. Minutes will be made of all debriefs.

Appendix "A"

ALERTING LISTS AND CONTACT DETAILS

Contact	Work	Home	Mobile
Strategic Management Group			
Chief Executive			
Leader (Adur)			
Leader (Worthing)			
Cabinet Member for Health, Safety & Wellbeing (Adur)			
Cabinet Member for Regeneration(Worthing)			
BRT			
Strategic Director (Chair)			
Strategic Director			
Executive Head of Technical Services			
Executive Head of Financial Services			
Business Services Manager			
Emergency Planning Officer			
ICT Services Manager (CenSus)			
ICT Team Leader (Adur)			
ICT Team Leader (Worthing)			
STAFF			
Complete staff records are held by Human Resources. Managers should also maintain, in a secure manner, a contact list of their essential staff.			

Appendix "B"

BUSINESS CONTINUITY COMMAND CENTRE

Main locations with alternatives:

**PRIORITISED LIST OF THE COUNCILS'
IDENTIFIED SERVICES**
(This list is confidential to the Councils and not to be published)

In the event of an emergency situation, the following services will be reinstated in the following priority order. The list has been separated into High, Medium and Low priorities. The business impact analysis (BIA) are linked to this list.

Service impact	Recovery time objective

Appendix "D"

Business Continuity Plan
Suggested Agenda for first Business Recovery Team Meeting

1. **Establish scale of incident:**

   Loss of life

   Serious injuries

   Buildings partly / totally destroyed

   Major business functions affected

   Data Centre / business systems lost

   Industrial action

   Major fraud perpetrated

2. **Assess impact(s) on business:**

   Operational status

   Customer service

   Revenue streams

   Corporate liquidity

   Legal / regulatory requirements

   Public relations

3. **Decide on recovery strategy with business managers**

Business Continuity Plan
Task List – Strategic Management Group

No	Activity	Comments
01	Convene Strategic Management Group as soon as possible. Make initial assessment of incident and impact on business. Decide which Emergency Control Centre to use if not already at one and advise those involved but not on site of the contact telephone numbers.	Use following criteria for assessment: • Is the business likely to be critically disrupted for more than four hours? • Has there been a fatality? • Is there a bomb threat or bomb found? • Has an extortion threat been made? • Does the Chairperson judge the situation to be of such gravity that the full Strategic Management Group should be convened?
02	Start own incident log.	If AIMS is in use the log will be completed by entry into the AIMS system
03	Gather all information known regarding incident. Prepare summary of major findings.	Use reports from Business Recovery Team, Emergency Response Co-ordinator, Emergency Services and others as available.
04	Assess impact of incident on business. Decide if Recovery Plans need to be considered.	Contact Business Recovery Team Co-ordinator if not already part of team
05	Receive reports from Business Recovery Team as incident progresses	
06	Discuss the wider issues of the incident and consider the implications for the community. Decide on the media strategy	How long will it go on? How will the public be affected?

Appendix "F"

Business Continuity Plan
Task List – Business Recovery Team

No	Activity	Comments
01	Convene Business Recovery Team as soon as possible. Make initial assessment of incident and impact on business. If the scale of the incident cannot be handled by the Business Recovery Team, then request the Strategic Management Team be convened. Decide which Emergency Control Centre to use if not already at one and advise those involved but not on site of the contact telephone numbers.	Use following criteria for assessment: • Is the business likely to be critically disrupted for more than four hours? • Has there been a fatality? • Is there a bomb threat or bomb found? • Has an extortion threat been made? • Does the Chairperson judge the situation to be of such gravity that the full Strategic Management Team should be convened?
02	Confirm who will Chair the meetings and who assumes responsibility for managing and co-ordinating the incident.	
03	Start own incident log.	If AIMS is in use the log will be completed by entry into the AIMS system
04	Gather all information known regarding incident. Prepare summary of major findings.	Use reports from the Emergency Services and others as available.
05	If dealing with a security alert or bomb threat situation which has been received via the telephone, check the detail of information received.	Check with the person who took the call: • What information did they get from the caller? • When and where the alert will take place? • Who was the caller? • Anything unusual e.g. accent, background noise?
06	Assess impact of incident on business. Decide if Recovery Plans need to be considered.	Contact Recovery Team Co-ordinator if not already part of team

No	Activity	Comments
07	Ensure the following tasks have been considered by the Site Team and task lists issued as appropriate: • Facilities • Personnel Welfare • Casualties • Health & Safety • Media / Public Relations • Business Recovery Team Co-ordinator • Administration	Ensure that the person given the Media / Public Relations task list either:- a) has previously had media training and received delegated authority; or b) knows that they must take direction from Chief Executive's Office.
09	If out of hours consider whether staff need be contacted in respect of next day working.	Consider how staff should be contacted. Do you need to consider putting something on local radio?
10	Co-opt others as required.	Call on other resources to assist with any areas of work required.

Appendix "G"

Business Continuity Plan
Yellow Pages

Service	Holders of Approved Contractors
Benefits – Payments	Benefits Manager, Customer Services/Census
Council Tax	Revenues Team Leader, Customer Services/Census
Waste Services – Domestic	Operations Manager, Waste Management
Waste Services – Trade	Operations Manager, Waste Management
Waste Services – Recycling	Operations Manager, Waste Management
Direct services – repairs	Support Services Manager, Direct Services Manager Adur Homes
Environmental Health – Public Health	Environmental Health Manager
Environmental Health – Inspections	Environmental Health Manager
Housing – Homelessness	Housing Services Manager
Housing repairs	Adur Homes Manager
Legal Services	Executive Head of Legal Services
Records and Admin	Practice Manager, Legal Services
Electoral Services	Electoral Services Manager
Democratic Services	Democratic Services Manager
Crematorium	Registrar, Cemeteries & Crematorium
Cemeteries	Head of Parks and Gardens
Parks and Gardens	Head of Parks and Gardens
Parks and Gardens	Head of Parks and Gardens
Leisure Services	Executive Head of Legal / Leisure Centre Manager
ICT generally	ICT Manager Census
ICT servers	ICT Manager Census
Planning	Exec Head of Planning
Planning – Building Control Officers	Building Control Manager
Economic Development	Business Liaison Officer
Health and Safety	Business Services Manager
Insurance	Insurance & Administration Manager

Finance (including Payroll)	Executive Head of Financial Services
Help Point and Contact Centre	Customer Relationship Manager
Policy and Strategy	Executive Head of Corporate Strategy
Parking Services	Parking Services Manager
Council Premises	Surveying & Design Services Manager
Engineering Services	Principal Engineer

Site Recovery Team
This appendix lists the task lists for the Site Recovery Team

(Where the Business Recovery Team has not been activated due to the nature of the incident, then the Site Recovery Team will take on their activities detailed in this Annex.)

No.	Activity	Comment
01	Assemble Site Recovery Team	Have a meeting with key members of each department. Inform Insurance Officer. Co-ordinate transport needs with the Alternative Workarea Officer. Review Staff needs and hold a kick-off meeting to schedule the tasks which follow.
02	Set up your own activity log	
03	Consider appointing the following key staff:- Damage Assessment Officer Insurance Officer Salvage/Asset Protection Officer Alternative Workarea Officer HR Officer Health & Safety Officer	Task sheets are provided for each Officer
04	Confirm Alternative Workarea requirements	Confirm with the Alternative Workarea Officer that the pre-determined facilities for each section/team at the Alternative Workarea are in place. This should be a case of confirming your resource requirements. Flag any items no longer required. You might be able to request additional facilities at this stage. Prepare an inventory containing information regarding the facilities requirements of each

		department.
05	Review which vital records need to be retrieved.	This will include backup data tapes etc. kept off site.
06	If you have any LANs, Desktops or Mid-range systems that need recovering, contact Information Technology for assistance.	
07	Be advised of when the Alternative Workarea can be occupied by the teams.	You will be notified when the Alternative Workarea is ready for occupation by the Alternative Workarea Officer. No team will be allowed to relocate without the approval of the Business Recovery Team.
08	Verify new workarea	Check that the office facilities with which you have been provided agree with those requested and/or pre-arranged. In particular:- ❑ Health & Safety assessment ❑ Check telephones work as expected and have the correct extensions allocated. ❑ Check special stationery is available. ❑ Any other requirements.
09	Organise the Department	Organise the Workarea so that restoration and resumption of the Key Tasks can commence in an orderly way.
10	Co-ordinate replacement assets	Co-ordinate furniture/equipment deliveries to the alternative workarea with the alternative workarea officer

		Arrange for the delivery of any replacement items of equipment or furniture to the alternative workarea through the alternative workarea officer
11	Restore Backups	IT will recover all LAN servers and provide technical assistance for the provisions of Information Technology services. Advise the Business Recovery Team of any problems associated with the recovery of back-up information.
12	Obtain replacement PC equipment	Advise Business Recovery Team of the need to obtain essential emergency replacement PC hardware or software to provide recovery that is not provided by the DR contract.
13	Confirm stationery and office supplies requirements	Review stationery and office supplies requirements and forward replacement requests to the alternative workarea officer.
14	Notify important contacts	Confirm with the Business Recovery Team who has been notified of the situation in broad terms at a high level. Contact: ❑ Non-critical suppliers ❑ Regulatory authorities ❑ Key clients, agents, services ❑ Staff at other sites who are dealt with on a regular basis. Reassure that they will soon be dealt with as normally

		as possible and give some indication as to when this will be. Report to the Business Recovery Team if it is felt that any important contacts have not been informed of the situation at a high enough level.
15	Check the status of mainframe, mid-range LAN, WAN, etc. and communication links, as appropriate.	Once informed that computer services are available, have the teams test that these have been properly restored, in particular: ❑ The applications work as expected ❑ The data appears to be correct at the point in time to which it should have been recovered. ❑ Printers and any special connections work normally. ❑ Check the output is as expected e.g. from overnight runs for the days missed since the incident is delivered and appears to be correct. Establish status and availability of telecommunications links, both voice and data. Consider redirection of telephone calls if appropriate.
16	Perform Key Tasks	The services the teams provide is limited to the Key Tasks as defined, unless the Business Recovery Team indicates otherwise. Prioritise these tasks and arrange for their completion on as normal a basis as possible.

17	Assess business impact	Review any considerations which are/may affect the recovery of the Key Tasks e.g. ❑ Are any special reports required from IT in addition to those which would normally be produced? ❑ Is there a need for extra staff to help deal with a backlog or rush of client queries? Discuss any special needs with the Business Recovery Team.
18	Attempt to restore work-in-progress	Assemble and prioritise any work in progress that has been recovered from the incident site.
19	Redirect incoming mail	Prioritise the mail backlog and establish suitable procedures to receive new mail. If the mail does not fall in to the Key Tasks then file it away. File work safely away in date sequence to be dealt with when the situation returns to normal.
20	Deal with manual work	Carry out any work that does not require technology services.

Appendix "H(i)"

Damage Assessment tasklist

(To be completed by the Damage Assessment Officer)

Please note that staff are not to place themselves or others at risk by carrying out the building damage assessment. **This is a specialised area** *and will be carried out by specialist either from or arranged through Building Control or Surveyors.*

Area checked	Damage assessment	Checked	Signature
Building structure			
Services			
Power			
Lighting			
Heating			
Water supply			
Plumbing			
Health			
Fire alarms			
Area checked	Damage assessment	Checked	Signature
Other			

Computer systems and networks			
Telecoms equipment			
Office equipment and assets			
Others			

Appendix "H(ii)"

Insurance tasklist

(To be handed to the person designated to lead the completion of any insurance claim on behalf of the Council.)

This task list is not conclusive; depending on the incident, other tasks may be required and some on the list not required. It is for guidance only.

Under no circumstances should contact be made with any media organisation. Please refer any requests for media contact to the Business Recovery Team.

Please refer any questions or uncertainty to the Business Recovery Team as they are responsible for managing and co-ordinating the incident.

Risk Management will also have contacts of companies that can provide assistance in the restoration and storage of salvaged materials.

No.	Activity	Comments
01	Set up your own activity log	
02	Log all expenditure	Obtain codes from Finance.
03	Liaise with Risk Management for all activity regarding: ❑ Property ❑ Insurers ❑ Legal ❑ Appointment of Loss Adjustor	
04	Keep Business Recovery Team briefed.	
05	Assist in the completion of any insurance claim.	
06	Be aware that staff or others in the building at the time of the incident may incur personal losses.	These may not be insured through their own policies.

07	If a salvage area has been set up, work with the team there to report all salvaged assets.	

Appendix "H(iii)"

Salvage/Asset Protection tasklist

(To be handed to the person designated to lead the salvage of damaged property from the building)

This task list is not conclusive; depending on the incident, other tasks may be required and some on the list not required. It is for guidance only.

Under no circumstances should contact be made with any media organisation. Please refer any requests for media contact to the Business Recovery Team.

Please refer any questions or uncertainty to the Business Recovery Team as they are responsible for managing and co-ordinating the incident.

For your information, claims amounting to £50,000 or under are self insured, but a Loss Adjustor may be appointed by Risk Management.

Risk Management will also have contacts of companies that can provide assistance in the restoration and storage of salvaged materials.

No.	Activity	Comments
01	Set up own incident log	
02	Log all expenditure and submit log periodically to Financial Administrator.	
03	Locate an area of suitable size e.g. spare office, warehouse, etc. to which everything removed from building can initially be taken for assessment and checking.	This should be reasonably close to the incident site but outside any cordoned off area. Secure and provide adequate fire protection.
04	For ease of identification when assets are removed, colour code incident building into areas by floor, phase or logical grouping. Use same coding at receiving salvage area so that when assets are received there they can be placed into the same area.	For example, assets removed from second floor should be placed in receiving area designated as second floor.

05	Set aside an area within the receiving salvage area for the receiving of salvaged papers and items which may have been blown from the building and retrieved from the street or surrounding area.	
06	Obtain full asset register listing from the affected business functions of all assets normally in their part of the building.	
07	Set up procedure to log the removal of all assets from incident building to receiving salvage area. As assets are removed, security should check that removal of assets is authorised, by whom and where they are being taken and signed out.	Note: pedestal desks should not be locked but taped securely with warehouse type tape as there is a tendency for keys to become separated. Do not remove contents.
08	Priority should be given to the removal of all personal belongings from the incident building e.g. handbags, coats, wallets, keys etc. Ensure all such items removed are bagged in clear plastic bags and have a sticker on them warning that they may be contaminated, contain glass pieces etc. (depending on incident).	Priority salvage should be for staff related assets and business critical assets. Liaise with Risk Manager for Loss Adjuster contact.
09	Keep Business Recovery Team informed.	
10	Arrange for any vehicles within the building perimeter to be moved to a designated motor dealership or agent.	Vehicles may be part of company fleet or employee owned.

11	Arrange for all equipment to be checked by a specialist company for possible contamination by carbon deposits.	This includes all electronic equipment and PC medium e.g. CD ROM, PC floppy disks etc. No unchecked equipment or medium must be taken for use at any alternative workarea centres without being certified as checked and OK to use.

Consideration for equipment damage following explosion

1. Initial shock wave damage to silicon, glass components and enclosed devices is not always apparent. May look outwardly undamaged.
2. Risk of implosion from VDUs requires careful handling.
3. All identified key equipment to be cocooned to prevent further deterioration.
4. Keyboards may not be cost effective to salvage.
5. Dumb terminals and VDUs with damage to casings and scratched screens may not be worth salvaging.
6. All system units to be salvaged with attempted recovery of data.
7. Low expectation of equipment and re-use.
8. Catalogue all system units by asset number, processor chip, memory and size of hard disk to assist in claim.
9. Any salvaged disks to be expertly copied to new disk before use to prevent contamination and damage.

Appendix "H(iv)

Alternative Workarea tasklist

No.	Activity	Comments
01	The Business Recovery Team will advise which alternative workareas are to be used. There may be one or more different centres being used.	Liaise with the Business Recovery Team for their Critical Business Services, Alternative Workareas and timescales.
02	Set up own activity log.	
03	Contact the provider of the alternative workarea(s) and put on standby or invoke use of centre, depending on whether final assessment of incident and impact on business has been made.	The alternative workareas may be within existing buildings or supplied by a third party.
04	Assign task lists to others as appropriate for activity in preparing the facilities and services at the alternative workareas: □ Human Resources Welfare □ Health and Safety	
05	Log all expenses.	
06	Co-opt others as required.	Call on other resources to assist with any areas of work required.
07	Ascertain from the business unit(s)/teams numbers of staff expected to move to the alternative workareas and at what times.	
08	Liaise with the providers of the alternative workareas to ensure all predefined equipment and	

	furniture is in place as per contract.	
09	Liaise with the alternative workareas facilities personnel regarding: ❑ Level of security provided for both staff and building ❑ The provision of office cleaning services including the removal of rubbish and confidential waste.	Establish procedure for identification and access of staff both daytime and out-of hours.
10	Ensure minimum number of photocopiers are operational and check arrangements for supplies of paper, toner, etc. including maintenance and breakdown.	
11	Set up stationery cupboard supplies for the normal usage items and make arrangements for ordering non-standard items.	May need to consider setting up secure area/safe etc. for items such as blank cheques etc. and the provision of suitable access controls.
12	Set up Post Room facility to mirror as closely as possible messenger service previously provided.	Consider both internal and external mail handling.
13	Prepare welcome booklet for all arriving staff giving details of health and safety provision, emergency procedures, first aid, post and messenger services, general administration etc.	Post welcome and direction signs to workareas at reception.
14	Set up shredder(s) or means of securely holding confidential waste paper until removal.	
15	In conjunction with alternative workareas facilities personnel, arrange for an evacuation test using fire alarm system within	

	one week of staff occupying the building.	
16	Designate an area for the receiving of records, disks, equipment etc. either from vital records or salvaged from the incident site via the salvage location, before allowing it to pass out to the relevant business unit/team.	Log all items received.
17	Notify suppliers of known regular deliveries of new site and details.	Existing regular orders may need to be amended.

Appendix "H(v)"

Human Resources/Welfare tasklist

(To be handed to the person designated to lead on Human Resources and Welfare)

This task list is not conclusive; depending on the incident, other tasks may be required and some on the list not required. It is for guidance only.

Under no circumstances should contact be made with any media organisation. Please refer any requests for media contact to the Business Recovery Team.

Please refer any questions or uncertainty to the Business Recovery Team as they are responsible for managing and co-ordinating the incident.

No.	Activity	Comments
01	Set up own activity log covering actions taken, tasks delegated and decisions made.	Where tasks are delegated, include review time.
02	Log all expenditure.	Obtain expense codes from Finance.
03	Establish from the business unit(s) which alternative workareas are being used and numbers of staff expecting to be at the new locations and in what timescales.	For lack of staff consideration may have to be given to contacting local temporary employment agencies.
04	Liaise with pre-defined transport providers to set up arrangements for transporting staff to new locations.	Consider pick up points, frequency of service, opportunity for park and ride, out-of hours working, use of public transport etc.
05	Avoid bringing in too many staff on site at the same time in the initial occupancy period at the alternative workareas.	Only bring people in who can be gainfully employed. Ideally they should be phased in by department or team. This allows some settling in before the next team arrives.
06	Oversee working hours expected of staff to ensure that adequate rest periods are taken or	

	enforced.	
07	Provide a separate area where debriefing and counselling can take place in private.	This may be away from the site.
08	Confirm provision for catering, both drinks vending and meals and what is/can be provided on site / offsite for daytime and out-of-hours working.	Consider drinks vending machines on free vend to help staff settle in.
9	Agree with Human Resources department criteria and payment calculations for staff who relocate in terms of travelling costs, overtime etc.	
10	Check personnel records to ensure all employee information is up-to-date including home telephone numbers.	
11.	Assist the Site Recovery Team to prepare and provide daily briefing progress update to staff not working at the alternative workareas but asked to either work from home or just stay at home.	Helps to keep those at home feel that they are not forgotten.

Appendix "H(vi)"

Health and Safety tasklist

(To be handed to the person designated to lead on Health and Safety at the Alternative Workareas)

This task list is not conclusive; depending on the incident, other tasks may be required and some on the list not required. It is for guidance only.

Under no circumstances should contact be made with any media organisation. Please refer any requests for media contact to the Business Recovery Team.

Please refer any questions or uncertainty to the Business Recovery Team as they are responsible for managing and co-ordinating the incident.

No.	Activity	Comments
01	Set up own activity log covering actions taken, tasks delegated and decisions made.	Where tasks are delegated, include review time.
02	Do not have any discussions with the media – this is a specialist and sensitive area.	Refer any approaches to Business Recovery Team
03	Establish the maximum number of persons that can be present on site as stipulated on the Fire Risk Assessment.	Ensure this figure is not exceeded.
04	Check that the premises have the minimum and correct requirements for fire signs, extinguishers, fire blankets etc.	
05	Log all expenditure.	Obtain expenditure codes from Finance.
06	Establish First Aid provision if First Aid facilities are not provided.	First Aid may be provided by on site security team or it may be necessary to set up first aid boxes and a First Aid roster.
07	Issue DSE assessment to all personnel using workstations.	Provide remedial equipment e.g. footrests, wrist rests, copy holders etc. where identified.

08	Locate accident book.	
09	Consider whether a COSHH assessment needs to be undertaken.	There should already be one in the building as a whole unless it has been an unoccupied building.
10	Despite the attractiveness do not allow staff to bring in any portable electrical equipment from home UNLESS it can be tested by a qualified electrician for Portable Appliance Testing (this should only be used for the minimum period only).	Ask to see Portable Appliance Testing logs for all equipment provided at the alternative workareas.
11	If necessary appoint a Health and Safety Representative.	
12	Prepare, with others, an emergency evacuation procedure for all building occupants and carry out evacuation test using fire alarm system within one week of staff occupying building.	
13	Set up enough Emergency Marshals to cover all areas of the alternative workareas occupied by staff.	Briefing session with new Emergency Marshals could help them become familiar with the layout and escape routes of the newly occupied building.

Appendix "I"

Business Impact Analysis

Service		
Description		
Head of Service	Name	
	Office & mobile No.	
	Home No.	
Operational Managers	Name	
	Office & mobile No.	
	Home No.	
	Name	
	Office & mobile No.	
	Home No.	
Location(s) of Service		

High Impact Recovery Requirements – To maintain minimum agreed service (should be pre-planned)		Recovery Time Objective (days – from Corporate Priorities)
Any special requirements (Include any essential specialised IT requirements)		

Longer Term Recovery Objectives (with timescales and any financial and reputational impacts)	