

**Incident Response Plan – ICT Recovery**

<b>Plan Name:</b>	ICT Recovery – Reduction of ICT Service Delivery due to a reduction of ICT Staff.
<b>Plan Owned by:</b>	Head of ICT
<b>Nominated Manager:</b>	Chris Donaldson
<b>Date Completed:</b>	November 2016
<b>Review Due</b>	November 2017
<b>Version</b>	1

**Introduction**

The purpose of this plan is to outline the procedures that will assist Dorset & Wiltshire FRS in maintaining the capability of ICT Services in the event of the loss of a significant number of ICT Staff.

The Service's aim is to maintain the core functionality of ICT Services in the event of a loss of ICT Staff by implementing this degradation plan. Full delivery of ICT Services will resume when there are sufficient staff in place to provide support.

**Plan Features**

- **What are the assumptions of the plan -**
  - The event will be one in which the number of staff available fluctuates
  - The plan assumes that, due to the physical separation of the ICT Offices, there will be at least one ICT manager available
  - The event is not necessarily limited to ICT Staff.
- **When should this plan be invoked -**  
This plan should be invoked by the Duty Area Manager when the number of available technicians falls below 50%
- **What should the plan achieve:**
  - Ensure that support is available for Fire Control
  - Provide communication to staff on the availability of ICT Services
  - Provide a clear indication of ICT Service availability

**Invoking Business Continuity Arrangements**

(Details here must be copied to control response matrix)



## **Roles and Responsibilities**

For full roles and responsibilities see 'Business Continuity Resources' within the Business Continuity Procedure.

The minimum level of resources for an ICT business continuity event is;

- Lead Business Continuity Manager
- Head of Democratic Services & Corporate Assurance (or equivalent)
- Incident Response Team Lead - Head of ICT (or equivalent)
- A Control Manager (or trained Control Tactical Advisor)
- Administration Support
- Media and Communication Manager

### **Lead Business Continuity Manager (LBCM)**

- Has the overall responsibility for managing the event.
- Support and report to the Crisis Management Team, where required.
- Consider liaising with the Local Resilience Forum where appropriate.
- The LBCM will also decide when the Service reverts to 'Business as Usual' in conjunction with the Crisis Management Team, when in place.

### **Head of Democratic Services & Corporate Assurance (or equivalent)**

- Providing advise on business continuity
- Ensure the appropriate plans and processes are being used and adopted
- Support the application of the processes and plans
- Ensure that a review is complete after the event to evaluate the effectiveness of the arrangement and make adjustments where appropriate
- Complete any other duties as assigned by the LBCM

### **Incident Response Team Lead - Head of ICT (or equivalent)**

- Provide leadership and direction to the Incident Response Team (which will include key members of the ICT team)
- Identify and manage the resources required to manage the incident and the recovery
- Ensure that the event is managed in line with the Services business continuity arrangements
- Have responsibility for the completion of the administration for the event
- Ensure appropriate communication, liaison and support is provided to Control
- Support the LBCM and provide duties as directed

### **Control Manager (or trained Control Tactical Advisor)**

- Ensuring continuation of emergency response calls and mobilisation
- Liaising with other Fire and Rescue Services
- Providing the link for communications between the Incident Response Team and Control
- Ensuring the welfare of the Control room staff
- Monitoring work levels and resources required

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- Recommending the implementation of Control business continuity arrangements where required
- Keep LBCM, via the Incident Response Team Lead, aware of any issues in relation to operational capacity during the event
- Complete duties as requested by the Incident Response Team Lead/LBCM

### Administration Support

- Set up hardcopy and external files to support the management of an event and ensure appropriate access levels
- Provide copies of the relevant plans and procedures to the Officers and teams involved as required
- Ensure the completion of decision and issues logs
- Locate and provide contact details as requested
- Answer and direct telephone calls
- Take minutes of meetings/provide a comprehensive log
- Complete duties as directed by the LBCM and Incident Response Team Lead

### Media and Communications Manager

- Prepare and issue all communications subject to final clearance by the LBCM
- Assist all areas of the Service with preparation and distribution of communications.
- Record and deal with requests for communications from external sources
- Ensure that internal communication continue and that staff are well informed
- Monitor and respond to social media
- Report matters arising to the LBCM
- Provide support to Officers prior to interviews and conferences
- Complete duties as requested by the LBCM

**Note:** A decisions and issues log must be recorded from the outset of an event. Where the LBCM and Incident Response Team Lead are in differing locations a loggist will be required at each location to capture decisions and issues as they arise.

### Crisis Management Team (CMT)

In the event of a significant interruption, defined on appendix C (Control response matrix), a Crisis Management Team will be required. The CMT will consist of members of the Strategic Leadership Team, appropriate to deal with the business continuity event; they will be supported by the Head of Democratic Services & Corporate Assurance (or equivalent) and the LBCM.

The LCBM may vary the structure of the CMT according to the size and nature of the event. The minimum membership for the CMT will be;

- Lead Business Continuity Manager
- Head Democratic Services & Corporate Assurance (or equivalent)
- A member of the Strategic Leadership Team (where possible Director of Corporate Services)
- Media and Communications Officer
- Administration Support

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The CMT will:

- Assess the impact on the Service, our partners and the community
- Provide direction from the Gold Room in Control.
- Manage the strategic elements of the incident
- Formulate the Service's overall strategic response to the business interruption.

### Major Activities

Highlight below are the main activities that will be affected by this event/emergency, the activities have been risk assessed and scored Serious, Major or Catastrophic, using the Business Continuity element of the Service's Risk Matrix, taking only the impact assessment into account. Consideration should also be taken of the Services Critical Activities Matrix.

<b>Serious (3)</b> There can be some suspension of up to 7 days.	<b>Major (4)</b> There can be a delay of a maximum of 24 hours.	<b>Catastrophic (5)</b> The Service can not fail – full availability must be maintained.
The failure of a <u>department</u> to deliver a key function (up to 7 days) requiring the introduction of local department business continuity arrangement	Partial delay of the <u>Service</u> to deliver a critical function (up to 24 hours) requiring the introduction business continuity arrangements.	The failure of the <u>Service</u> to deliver an emergency response requiring the introduction of full business continuity arrangements.

<b>List the main activities disrupted by the event</b>	<b>Impact Score (3-5)</b>
ICT Service Desk	3
In-House Software Development and Support	3
Out-of-hours Support Services	4
Provision and management of the Wide-Area-Network	4
Support of the IBM Domino Platform	3
External Internet Mail	4
DSE Assessment	1
New User Implementation	3
PAT Testing	1
Print Services	3
Airwave Management and Support	4
Document Management Services	3
File Storage Solutions	3
ICT Change Management	2
ICT Consultation	1

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ICT Procurement	3
ICT Security	4
Infrastructure Management	2
ICT Service Portfolio	1
Mail and Scheduling Services	3
Internet Access	3
Mobilising System Support	4-5
Provision and support of 3rd party software platforms	2
Remote Access services	3
Request Management	3
Technology Support	3
Telephony Services	4
User Management	3

<b>Catastrophic Impact Activities</b>	
<b>Activities that can not be disrupted</b>	
1	Mobilising System Support

<b>Major Impact Activities</b>					
<b>How long can the Service tolerate disruption of this Activity</b> (Place an X in the relevant box)					
<b>List the Major Impact Activities from above : Up to --&gt;</b>		1Hr	4Hrs	8Hrs	24Hrs
1	Out-of-hours Support Services				<b>x</b>
2	Provision and management of the Wide-Area-Network				<b>x</b>
3	External Internet Mail				<b>x</b>
4	Airwave Management and Support				<b>x</b>
5	ICT Security			<b>x</b>	
6	Telephony Services				<b>x</b>

<b>Serious Impact Activities</b>			
<b>How long can the Service tolerate disruption of this Activity</b> (Place an X in the relevant box)			
<b>List the Serious Impact Activities from above : Up to --&gt;</b>		48 Hrs	7 days
1	ICT Service Desk	<b>x</b>	
2	In-House Software Development and Support		<b>x</b>
3	Support of the IBM Domino Platform		<b>x</b>
4	New User Implementation		<b>x</b>
5	Print Services		<b>x</b>
6	Document Management Services	<b>x</b>	
7	File Storage Solutions	<b>x</b>	
8	ICT Procurement		<b>x</b>
9	Mail and Scheduling Services	<b>x</b>	
10	Internet Access		<b>x</b>
11	Remote Access services		<b>x</b>

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12	Request Management		X
13	Technology Support	X	
14	User Management		X
15	Infrastructure Management		X

**Moderate Impact Activities**

<b>How long can the Service tolerate disruption of this Moderate Impact Activity</b> (Place an X in the relevant box)		+7 days
1	ICT Change Management	X
2	Provision and support of 3rd party software platforms	X

**ICT Degradation Plan**

The planned actions within this degradation plan support and provide direction for the continuation and re-establishment of the activities during a loss of staff event.

**ICT Technical Support Staff levels have fallen to 50%**

	Activity	Response Measures	Person Responsible
1	Alert Service to ICT staff levels reduction.	Contact Control and report staffing levels advising that business continuity should be invoked.	The most senior person in ICT
2	Establish a Lead Business Continuity Manager (LBCM) – As per the Business Continuity Procedure	Control alert Duty Area Manager of event and request that Business Continuity is invoked.	Control
		Once invoked the Duty Area Manager becomes LBCM	Control
		Advise Duty Brigade Manager of event and the LBCM managing it.	Control
3	Establish Incident Response Team (IRT) to support the management of the event:  Minimum Resources to include, where possible:  Incident Response Team Lead - Head of ICT (or equivalent) A Control Manager (or trained Control Tactical Advisor) Administration Support	Control to take LBCM through the Business Cont. Guidance Sheet from the procedure – Appendix A	Control
		LBCM to put together team to include Head of ICT as the incident	LBCM

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	Media and Communication Manager (or representative from communications team) Head of Democratic Services & Corporate Assurance (or equivalent)	Response Team Lead, where possible.  Note: If the Head of ICT is unavailable this role could be completed by  a)ICT Infrastructure Manager – Steve Chandler b)ICT Network Manager – Neil Strugnell	
4	Establish Incident Response Team to manage the event and support the IRT Lead. (IRT)	Implement an IRT Team:  IRT Team must include the following resources, where possible;  a) ICT Infrastructure Manager – Steve Chandler b)ICT Networks Manager – Neil Strugnell c) ICT BRM – James Cheeseman	IRT Lead
5	Establish level of support available at Fire Control	Re-locate staff, if necessary, to provide sufficient cover  Consider the implementation of the Control Incident Response Plans	IRT Lead  If available: ICT Technical Support Manager, or any available ICT Manager.
6	Implement 1 <sup>st</sup> degradation level	Cease the delivery of: DSE Assessments. PAT Testing. User Management. New User Implementation. Request Management.	IRT Team  If available, ICT Technical Support manager or Any available ICT manager
7	Review level of support available for Out of Hours Support Service	Consider the reduction of telephone support. Attend only to incidents that affect Service Delivery or critical activities – detailed within the BC procedure.	IRT Team  If available; ICT Technical Support manager or Any available ICT manager
8	Review availability of ICT Service Desk	Consider re-locating ICT	IRT Team

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		Service Desk Operator to home location if still available. If ICT Service Desk Operator unavailable, transfer to ICT technical Administrator. If the ICT Technical Administrator is unavailable switch to hunt group across all ICT Technicians.	If available; ICT Technical Support manager or Any available ICT manager
9	Provide updates on the situation to the LBCM	On a daily basis provide a progress report on the situation to LBCM, highlighting issues and risk	IRT Lead
10	Consider the requirement for a CMT  Minimum CMT – Lead Business Continuity Manager Head Democratic Services & Corporate Assurance (or equivalent) A member of the Strategic Leadership Team (where possible Director of Corporate Services) Media and Communications Officer Administration Support	Review the situation, risks, issues and impacts.  Invoke a CMT Team if appropriate	LBCM
11	If appropriate, set up a meeting with the CMT –	Provide update and full details of event, risks, issues and impacts.	LBCM
13	Provide an update to staff.	Clarify contact methods for ICT. Make staff aware of the Services that will not be available. Confirm response times for ICT Service Desk calls and Out-of-Hours calls.	Media & Communications Manager (agreed with LBCM)
14	Where appropriate, set up daily updates with the CMT team	Ensure that CMT are kept aware of the on-going situation.  Increase frequency of updates as needed.	LBCM
15	Provide staff with on-going communication	On a daily basis provide all staff with an update on the situation, include:	Media and Communications Manager (agreed with LBCM)



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		<p>Clarification of contact methods for ICT.</p> <p>Awareness of Services that will not be available.</p> <p>Confirm response times for ICT Service Desk calls and Out-of-Hours calls.</p>	
15	If staff availability drops to 30% progress to the next section of the plan	Report changes in staffing to LBCM	IRT Lead

**ICT Technical Support Staff levels have fallen to 30%**

	Activity	Response Measures	Person Responsible
1	Complete activities 1- 15 as noted above in 'ICT Technical Support Staff levels have fallen to 50%'	As Above	As above
2	Implement 2 <sup>nd</sup> degradation level	<p>Cease the delivery of: Support for Print Services. Support for Document Management Services. Support for File Storage Solutions.</p>	<p>IRT Lead</p> <p>If available; ICT Technical Support Manager or Any available ICT Manager</p>
3	If staff availability drops to 20% progress to the next section of the plan	Report changes in staffing to LBCM	IRT Lead

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**ICT Technical Support Staff levels have fallen to 20%**

	Activity	Response Measures	Person Responsible
1	Complete activities 1-15 as noted above in 'ICT Technical Support Staff levels have fallen to 50%' plus the implementation of 2 <sup>nd</sup> degradation level	As above	As above
2	Implement 3 <sup>rd</sup> degradation level	Cease delivery of all services other than support for Fire Control and the ICT Help Desk	IRT Lead  If available; ICT Technical Support Manager or Any available ICT Manager
3	Additional review level of support available for Out of Hours Support Service	Incorporate any available ICT Managers into the rota	IRT Lead  If available; ICT Technical Support Manager or Any available ICT Manager
4	Additional review of availability of ICT Service Desk	Transfer ICT Service Desk call-taking to ICT manager(s) if available.	IRT Lead  If available; ICT Technical Support Manager or Any available ICT Manager
5	If staff availability drops to below 20%	CMT emergency meeting to be called, to include IRT Lead.	LBCM

**Service Impact Analysis**

To support the implementation and management of this plan the following minimum resources, vehicles & equipment, ICT and alternative premises will be required.

<b>Resources</b>	
Prior to event	ICT management team to review situation and make preparations for potential event
First Hour	LBCM, IRT Lead and Team (size of team depends on loss of staff) CMT required – dependant on size of loss
4-8 Hours	As noted in plan
24 Hours	As noted in plan
48 Hours	As noted in plan

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3-7 Days	As noted in plan
+ 7 Days	As noted in plan

<b>Vehicles &amp; Equipment</b>	
Prior to event	2 pool cars available for staff movement, plus use of own vehicles
First Hour	As above
4-8 Hours	As above
24 Hours	As above
48 Hours	As above
3-7 Days	As above
+ 7 Days	As above

<b>ICT</b>	
Prior to event	Full ICT Access, including remote access
First Hour	Full ICT Access, including remote access
4-8 Hours	Full ICT Access, including remote access
24 Hours	Full ICT Access, including remote access
48 Hours	Full ICT Access, including remote access
3-7 Days	Full ICT Access, including remote access
+ 7 Days	Full ICT Access, including remote access

<b>Alternative Premises</b>	
Prior to event	Access to all sites
First Hour	As above
4-8 Hours	As above – plus office space for IRT and LBCM and a meeting room for CMT
24 Hours	As above
48 Hours	As above
3-7 Days	As above
+ 7 Days	As above

### Critical Activities and Business Continuity Arrangements

This Plan is linked to the Services critical activities matrix (appendix within the business continuity procedure). During the event the Lead Business Continuity Officer or Incident Response Team Lead will need to review the critical activities matrix to ensure that the Service fulfils its requirements as a Category 1 Responder.

### Supporting Plans/Information for Event.

During this event the following Service plans and information should be used to support and aid decision and regain business as usual.

Plan/Information	Location
Business Continuity Procedure and supporting documents	Hard copies in Control. Electronic Versions on staff site under business continuity
Control Incident Response Plans	As above
Department Business Continuity Plans	As above
Critical Activities matrix – appendix to BC procedure	As above

### Risks and Impact Areas of this Emergency

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All risk areas have been considered and the impact scored using the Services Risk Appetite Matrix.

<b>Impact area</b>	Resources	Environmental	Reputation	Business Continuity	Performance Management	Financial
	x		x	x	x	x
<b>Impact score</b>	5		4	4	4	3

**Stake Holders - Affected by the event**

The following stakeholders were considered during the design of this plan.

<b>Stake holders</b>	Employees	Community	Suppliers	Partners
<b>Place X in box</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>

Elected Members	Users of Services	Neighbouring FRS's	The Media	The Government
<b>x</b>				

**Additional Information**

**Vital Records**

List any vital records that are not computerised required when invoking this plan.

<b>Record</b>	<b>Location</b>	<b>Format</b>
n/a		