

Incident Response Plan

Plan Name:	Loss of ICT Resilience due to the loss of the Potterne Data Centre .
Plan Owned by:	Head of ICT
Nominated Manager:	Chris Donaldson
Date Completed:	November 2016
Review Due	November 2017
Version	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 an emergency affecting the resilience of ICT due to the loss of the data centre site at **Potterne**.

The Service's aim is to maintain the core functionality of ICT Services and restore full functionality within **24 hours** in line with the Service requirements. The aim will then be to return the Service's ICT to a fully resilient state within **3 Months**

Plan Features

- **What are the assumptions of the plan -**
 - The event will be one in which the **Potterne Data Centre** only is irretrievably lost and cannot be recovered. However, the remainder of the Potterne site is still available.
 - The plan assumes that the mobile phones companies and our network providers are not affected.
- **When should this plan be invoked -**
- This plan should be invoked when it is reported that the Potterne Data Centre has been lost
- **What should the plan achieve:**
 - Ensuring that the remaining Data Centre in Dorchester is fully operational
 - Raise the priority and importance of backups
 - Establish a new location for off-site backups
 - Establish a temporary data centre to enable continued resilience
 - Establish a new location for the development of a new resilient Data Centre.

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) Director of Corporate Services (or equivalent)
(Duty Area Manager for out of hours)**

- Have 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

- 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

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
- 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
- Media and Communications Officer
- Administration Support

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.

Serious (3) There can be some suspension of up to 7 days.	Major (4) There can be a delay of a maximum of 24 hours.	Catastrophic (5) 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.

List the main activities disrupted by the event	Impact Score (3-5)
In the event of the loss of the Potterne Data Centre, all ICT Services will transfer to the Dorchester Data Centre. Staff at the Potterne site may lose connection to these services, but upon re-locating to their alternative site, these services will become available to them again.	4
It is likely that Fire Control will have lost access to the Mobilising System and will need to re-locate. This is covered by Fire Control Plans	5

Recovery Plan

The planned actions within this recovery plan support and provide direction for the continuation and re-establishment of the activities prior to, during and following an event.

Prior to the Event (where this is a planned event, failure is predicted or where other type of warning has been received)

	Activity	Response Measures	Person Responsible
1	Inform Control of the warning received/planned event	Advice Control that business continuity will be initiated and that contact will be made with the Director of Corporate Services, or equivalent.	Head of ICT or equivalent
2	Implement a LBCM and Invoke Business Continuity	Contact Director of Corporate Services, or equivalent (Duty Area Manager for out of hours) to advice of situation and confirm implementation of Business Continuity.	Head of ICT
3	Implement an IRT team and consider the need for a Crisis Management Team (CMT).	<p>Head of ICT to be contacted and become IRT Lead and identify the additional ICT staff needed to manage event, where possible include:</p> <p>ICT BRM ICT Infrastructure Manager ICT Technical Support Manager ICT Network Manager</p> <p>IRT Team to also include:</p> <p>Head of Democratic Services, or equivalent Media & Communications Manager Control Room Manager Administration Support</p> <p>Consider scale of event and requirement for CMT</p>	<p>LBCM and IRT Lead</p> <p>LBCM</p>
4	IRT to meet to be briefed of situation, roles and responsibilities.	<p>Identify internal and external stakeholders for event and ascertain potential impacts.</p> <p>Consider and agree</p>	IRT Lead

		communication plan Review plans and allocate roles.	
5	Communications	<p>Inform all stakeholders of the potential impacts and when they will receive further information. Consider completing a communications plan.</p> <p>For a loss that will be less than a single shift. Inform;</p> <ol style="list-style-type: none"> 1. SDM 2. SCC staff 3. NFSP control rooms 4. DWFRS Control Tactical Advisors (CTA's) <p>ICT Staff</p>	<p>Media & Communications Manager</p> <p>Control Manager</p> <p>IRT Lead</p>
6	Alert Fire Control of the potential loss of the Potterne Data Centre, and the need for Fire Control to potentially activate their Service Control Centre Incident Response Plan (Loss of Vision).	<p>Liaise with Control to ensure full awareness</p> <p>Request Control Manager to ensure that Control Staff who will be on duty during the planned event are informed.</p> <p>Inform NFSP partners of the event and the planning assumptions.</p> <p>Inform CAPITA of planned event and confirm the NFSP impacts identified.</p> <p>Review any questions the Control OIC and CTA should ask or confirm with the ICT or Capita engineer.</p> <p>Consider invoking the Control Vision Business Continuity plan</p> <p>Note Where the loss of vision</p>	Control Manager

		<p>plan has been invoked the LBCM must be advised and both plans must be used in tandem to manage the event. The LBCM will oversee both events.</p> <p>Review outcomes that could occur due to the planned event. Prepare staff with a 'what to do list' to match all the identified outcomes.</p> <p>Ensure that the following services are currently live in the Dorchester Data Centre(Virtual servers) if a loss is possible.</p> <ul style="list-style-type: none"> • Gartan • Mobile Data Gateway Interfaces • 3TC • Administration servers. 	ICT BRM/ICT Infrastructure Manager
7	Review Poundbury Data Centre	<p>Ensure that the following services are currently live in the Poundbury Data Centre (Virtual servers) if a loss is possible.</p> <ol style="list-style-type: none"> 1. Gartan 2. Mobile Data Gateway Interfaces 3. 3TC 4. Administration servers. <p>Review outcomes that could occur due to the planned event.</p>	ICT BRM/ICT Infrastructure Manager
8	ICT staff impact	Prepare ICT staff with a 'what to do list' to match all the identified outcomes.	ICT BRM/ICT Infrastructure Manager
9	Review ICT Rotas and make arrangements to meet requirements for the event.	Check Out of hours rota and inform affected staff members of any	ICT Technical Support Manager

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		alternative arrangements. Review leave arrangements and inform affected staff members of any alternative arrangements.	ICT Technical Support Manager
10	Review plan to ensure appropriate/Check resources and availability	Check planning assumptions and resource requirements expected during the event. Undertake planning for restoration of the Potterne Data Centre.	IRT Lead

First Hour – Unplanned Event

	Activity	Response Measures	Person Responsible
1	Inform Control of the incident and confirm the ability to mobilise.	<p>Check status of access to Gartan and inform Operational Comms Manager if there is an Issue.</p> <p>Request Control to initiate the ICT BC process.</p> <p>Where Control room is effected by event also invoke Service Control Centre (loss of vision) incident response plan</p>	<p>Duty ICT/ICT Infrastructure Manager/ICT Network Manager.</p> <p>Control</p>
2	Establish a Lead Business Continuity Manager (LBCM) – As per the Business Continuity Procedure.	<p>Control alert Director of Corporate Services or Duty Area Officer (during out of hours) of event and the requirement to invoke Business Continuity arrangements.</p> <p>Director of Corporate Services/Duty Area Manager becomes LBCM</p> <p>Advise of impact to Control room and whether the loss of vision plan has been activated</p>	<p>Control</p> <p>Control</p> <p>Control</p>

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		<p>Advise Duty Brigade Manager of event and the LBCM managing it.</p> <p>NOTE: Where the loss of vision plan is activated the LBCM must manage both events in tandem – using guidance from both business continuity plans.</p>	<p>Control</p> <p>Control/LBCM</p>
3	<p>Establish IRT team to support the management of the event:</p> <p>IRT to be implemented</p> <p>Minimum Resources to include:</p> <p>Incident Response Team Lead - Head of ICT (or equivalent)</p> <p>A Control Manager (or trained Control Tactical Advisor)</p> <p>Administration Support</p> <p>Media and communication Manager</p> <p>Head of Democratic Services & Corporate Assurance (or equivalent)</p>	<p>LBCM to identify an IRT Lead - Head of ICT where possible.</p> <p>If the Head of ICT is unavailable this role could be completed by</p> <p>-a) ICT Infrastructure Manager Steve Chandler</p> <p>b) ICT Network Manager Neil Strugnell</p> <p>Contact IRT Lead</p> <p>IRT to include, where possible, additional ICT Officers:</p> <p>ICT BRM</p> <p>ICT Infrastructure Manager</p> <p>ICT Technical Support Manager</p> <p>ICT Network Manager</p> <p>Consider ICT resources and requirements</p>	<p>LBCM/Control</p> <p>LBCM</p> <p>IRT Lead/Control</p>
4	<p>IRT to meet to be briefed of situation, roles and responsibilities.</p>	<p>Identify internal and external stakeholders for event and ascertain potential impacts.</p> <p>Consider and agree communication plan</p>	<p>IRT Lead</p>

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		Review plans and allocate roles. Confirm impacts upon Control	
5	Complete sections 4-9 as noted above in Prior to the Event section	As detailed	As detailed

4 Hours

	Activity	Response Measures	Person Responsible
1	Confirm all Core systems are live at Poundbury	Check Status of core systems. Manually start any core Systems that have failed to start.	ICT Infrastructure Manager
2	Confirm Internet Fail-Over activated	Check that the Poundbury Site has internet access. Confirm availability of Remote Access Services. Confirm connectivity to O365.	ICT Network Manager
3	Update Staff at Potterne of the implications of the incident	Inform any staff still on site to move to their secondary location(s)	Media and Communications Manager
4	Recover ICT Service Desk Function	Re-locate Service Desk to secondary location (home)	ICT Technical Support Manager
5	Review Poundbury Data Centre	Ensure continued resilience of Poundbury Data Centre	ICT BRM/ICT Infrastructure Manager
6	Communications	Ensure that internal stakeholders are updated on the on-going situation.	Media and Communications Manager
7	Situation Review	IRT to confirm with IRT progress of plan and update upon situation. Ensure the continued operation of the Poundbury Data Centre Review situation in Control LBCM to be updated	IRT Lead

8 Hours

	Activity	Response Measures	Person Responsible
1	Establish scope of the loss	Identify – <ul style="list-style-type: none"> What is the nature of the loss? What equipment is recoverable? Can the LAN be re-established? Can the WAN be re-established? The above will determine any early recovery options.	ICT network Manager
2	Ensure Backup device at Poundbury is functioning as required	Test the device	ICT Infrastructure Manager
3	Communications	Ensure that internal stakeholders are updated on the on-going situation.	Media and Communications Manager
4	Situation Review	IRT to confirm with IRT progress of plan and update upon situation. Ensure the continued operation of the Poundbury Data Centre Review situation in Control LBCM to be updated CMT update where implemented	IRT Lead LBCM/IRT Lead

24 Hours - Depending on the scope of the loss

	Activity	Recovery Measures	Person Responsible
1	Begin to restore the LAN	<ul style="list-style-type: none"> Order any equipment required. Contact cabling supplier to replace/repair cabling infrastructure. Configure switches etc. to provide connectivity to the South Building 	ICT Network Manager
2	Begin to restore the WAN	<ul style="list-style-type: none"> Order any equipment 	ICT Network

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		required. <ul style="list-style-type: none"> Contact data line suppliers to arrange re-installation or repairs. 	Manager
3	Contact Hardware Supplier for quotation to replace server and storage equipment	Contact Centerprise for quotation	ICT Infrastructure Manager
4	Order replacement secondary backup device	Contact Dell for replacement equipment	ICT Infrastructure Manager
5	Review Poundbury Data Centre	Ensure continued resilience of Poundbury Data Centre	ICT BRM/ICT Infrastructure Manager
6	Situation Review	IRT to meet and review progress/issues/concerns/further action Ensure the continued operation of the Poundbury Data Centre Review situation in Control	IRT Lead
7	Communications	Ensure that internal stakeholders are updated on the on-going situation.	Media and Communications Manager
8	Strategic Update	LBCM to be updated CMT update where implemented SLT – full update needed	IRT Lead LBCM/IRT Lead
9	Review plan to ensure appropriate/Check resources and availability	Check planning assumptions and resource requirements expected during the event. Undertake planning for restoration of the Potterne Data Centre.	IRT Lead
10	Implement a process for staff to report issues to IRT team	Set up internal process for issues to be reported. Consider reported issues	Media and Communications Manager IRT Lead/IRT

48 Hours – Depending on the scope of the loss

	Activity	Recovery Measures	Person Responsible
1	Implement emergency site options	Implement the build and move to a temporary emergency secondary data centre site.	Head of ICT
2	Communications	Ensure that internal stakeholders are updated	Media and Communications

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		on the on-going situation.	Manager
3	Review impact on Service	Review impacts reported to Service wide of event. Consider impacts and amendments to plan with LBCM/IRT	IRT Lead IRT Lead
3	Review Poundbury Data Centre	Ensure continued resilience of Poundbury Data Centre	ICT BRM/ICT Infrastructure Manager
4	Situation Review	IRT to confirm with IRT progress of plan and update upon situation. Review reported issues Ensure the continued operation of the Poundbury Data Centre Review situation in Control LBCM to be updated CMT update where implemented	IRT Lead IRT IRT Lead LBCM/IRT Lead

3-7 Days

	Activity	Recovery Measures	Person Responsible
1	Identify Potterne site options	Meet with Property Management to discuss options for restoring the Potterne Data Centre	Head of ICT
2	Develop plans for the delivery of a new Data Centre	Depending upon the outcome of the above – <ul style="list-style-type: none"> Plan for refurbishment of Potterne Data Centre or <ul style="list-style-type: none"> Identify alternative location Begin the build process 	Head of ICT
3	Funding requirements	Agree funding requirements and	IRT Lead/LBCM

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		<p>process to procure new equipment and any consultancy required to build the new site.</p> <p>Funding to also be agreed for the installation of new Data Lines, SIP Trunks etc.</p> <p>Agree with CMT/SLT where appropriate</p>	LBCM
3	Communications	Ensure that internal stakeholders are updated on the on-going situation.	Media and Communications Manager
3	Review Poundbury Data Centre	Ensure continued resilience of Poundbury Data Centre	ICT BRM/ICT Infrastructure Manager
4	Situation Review	<p>IRT to confirm with IRT progress of plan and update upon situation.</p> <p>Review reported issues</p> <p>Ensure the continued operation of the Poundbury Data Centre</p> <p>Review situation in Control</p> <p>LBCM to be updated</p> <p>CMT update where implemented</p>	<p>IRT Lead</p> <p>IRT</p> <p>IRT Lead</p> <p>LBCM/IRT Lead</p>
5	Review impact on Service	<p>Review impacts reported to Service wide of event.</p> <p>Consider impacts and amendments to plan with LBCM/IRT</p>	<p>IRT Lead</p> <p>IRT Lead</p>
6	Review plan to ensure appropriate/Check resources and availability	Check planning assumptions and resource requirements expected during the event.	IRT Lead

Over 7 days and up to recovery

	Activity	Recovery Measures	Person Responsible
1	Re-build Data Centre	Develop project to deliver	Head of ICT

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		re-build of the data centre and agree with LBCM	
2	Weekly Service updates and Communications	Ensure that internal stakeholders are updated on the on-going situation.	Media and Communications Manager
3	Review impact on Service	Review impacts reported to Service wide of event.	IRT Lead
		Consider impacts and amendments to plan with LBCM/IRT	IRT Lead
4	Review Poundbury Data Centre	Ensure continued resilience of Poundbury Data Centre	ICT BRM/ICT Infrastructure Manager
5	Situation Review	IRT to confirm with IRT progress of plan and update upon situation.	IRT Lead
		Review reported issues	IRT
		Ensure the continued operation of the Poundbury Data Centre	
		Review situation in Control	
		LBCM to be updated	IRT Lead
		CMT update where implemented	LBCM/IRT Lead
6	Strategic Leadership Team updates	IRT to attend weekly SLT meetings to provide full update, including review of re-build project.	IRT Lead
7	Review plan to ensure appropriate/Check resources and availability	Check planning assumptions and resource requirements expected during the event.	IRT Lead

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.

Resources	
Prior to event	LBCM, IRT minimum team, plus ICT specialists listed
First Hour	LBCM, IRT minimum team, plus ICT specialists listed
4-8 Hours	LBCM, IRT minimum team, plus ICT specialists listed
24 Hours	LBCM, IRT minimum team, plus ICT specialists listed
48 Hours	LBCM, IRT minimum team, plus ICT specialists listed
3-7 Days	LBCM, IRT minimum team, plus ICT specialists listed
+ 7 Days	LBCM, IRT minimum team, plus ICT specialists listed

Vehicles & Equipment	
Prior to event	No additional vehicles & equipment required.
First Hour	No additional vehicles & equipment required.
4-8 Hours	No additional vehicles & equipment required.
24 Hours	No additional vehicles & equipment required.
48 Hours	No additional vehicles & equipment required.
3-7 Days	No additional vehicles & equipment required.
+ 7 Days	No additional vehicles & equipment required.

ICT	
Prior to event	Poundbury Data Centre
First Hour	Poundbury Data Centre
4-8 Hours	Poundbury Data Centre
24 Hours	Poundbury Data Centre
48 Hours	Poundbury Data Centre
3-7 Days	Poundbury Data Centre
+ 7 Days	Poundbury Data Centre

Alternative Premises	
Prior to event	Potterne staff to relocate to alternative locations – to be agreed with Heads of Department (use of departmental BC plans)
First Hour	Potterne staff to relocate to alternative locations – to be agreed with Heads of Department (use of departmental BC plans)
4-8 Hours	ICT Helpdesk (Potterne) to move location/Potterne Staff to remain relocated
24 Hours	ICT Helpdesk alternative location/Potterne Staff to remain relocated
48 Hours	ICT Helpdesk alternative location/Potterne Staff to remain relocated
3-7 Days	ICT Helpdesk alternative location/Potterne Staff to remain relocated
+ 7 Days	New Resilient Site Required. ICT Helpdesk alternative location long term to be agreed/Potterne Staff to remain relocated – as directed within departmental BC plan.

Critical Activities and Business Continuity Arrangements

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This Plan is linked to the Services critical activities matrix. 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	Staff Site/ Hard Copy Control
Department Business Continuity Plans	Staff Site/ Hard Copy Control
Service Control Centre (loss of vision) incident response plan	Staff Site/ Hard Copy Control

Risks and Impact Areas of this Emergency

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

Impact area	Resources	Environmental	Reputation	Business Continuity	Performance Management	Financial
	x		x	x	x	x
Impact score	4		5	5	3	3

Stake Holders - Affected by the event

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

Stake holders	Employees	Community	Suppliers	Partners
Place X in box	x	x	x	x

Elected Members	Users of Services	Neighbouring FRS's	The Media	The Government
x	x	x	x	

Additional Information

Vital Records

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

Record	Location	Format