

Incident Response Plan

Plan Name:	Media and Communications Response Plan
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Introduction

The purpose of this plan is to ensure that Dorset & Wiltshire Fire and Rescue Service successfully communicates with its stakeholders and the media during an event causing disruption or potential disruption to the Service.

This plan provides guidance to the Service, the Lead Business Continuity Manager (LBCM) and the delegated Media Officer in an event causing disruption

The plan does not provide an exhaustive list of activities and recovery measures required, additional activities may be considered and implemented dependent upon circumstances and as directed by the LBCM

Plan Features

- **What are the assumptions of the plan** - It is assumed that an incident has occurred which has caused disruption, or in preparation for an incident that we know in advance of, whereby the Service has invoked business continuity.

A Media Officer has been nominated as part of the events Incident Response Team and will be directed by the LBCM.

- **When should this plan be invoked** - This plan should be invoked by a LBCM, to support the management of a business continuity event whereby one or more of the Services Incident Response plans have been invoked.
- **What should the plan achieve** - The plan provides clear guidance to the Service, specifically to the nominated Media Officer and LBCM, for the levels of communication required to all staff, businesses, partners and the public during an event which causes disruption, or in preparation for a potential events that may cause disruption.

Invoking Business Continuity Arrangements

(Details here must be copied to control response matrix)



Roles and Responsibilities

This plan will be invoked in conjunction with additional Incident Response Plans to support the management of an event. Any Business Continuity Event will be managed with the following resources:

Note: for full roles and responsibilities see 'Business Continuity Resources' within the Business Continuity Procedure.

The minimum level of resources for a business continuity event is;

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

Lead Business Continuity Manager (LBCM)

- Have overall responsibility for managing the event.
- Support and report to the Crisis Management Team.
- 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

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

Incident Response Team Lead

- Provide leadership and direction to the Incident Response Team
- Identify and manage the resources required to manage the incident and the recovery

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- 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

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

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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.

Serious There can be some suspension of up to 7 days.	Major There can be a delay of a maximum of 24 hours.	Catastrophic 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)
Public concern regarding the Services response to emergencies	5
Internal awareness of Services position	4
External stakeholders awareness of Service position	4

Catastrophic Impact Activities

Activities that can not be disrupted

1	Public concern regarding the Services response to emergencies
2	
3	

Major Impact Activities

How long can the Service tolerate disruption of this Activity

(Place an X in the relevant box)

List the Major Impact Activities from above : Up to -->	1Hr	4Hrs	8Hrs	24Hrs
1 Internal awareness of Services position			x	
2 External stakeholders awareness of Service position			x	

Serious Impact Activities

How long can the Service tolerate disruption of this Activity
(Place an X in the relevant box)

List the Serious Impact Activities from above : Up to -->		48 Hrs	7 days
1	n/a		
2			

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 warning has been received)

	Activity	Response Measures	Person Responsible
1	Media Officer to be mobilised to form part of the Incident Response team	LBCM to advise Control to mobilise Media and Communications Manager/in the absence of this person a trained Media Officer (Group Manager level)	Control/LBCM
2	Identify key stakeholders and key messages. Decide on the best way to communicate these messages to these stakeholders	Establish an understanding of the event and its implications on staff, the public and our partners.	Media Officer/LBCM
3	Identify spokesperson/people	Dependent upon the nature of the event, the scale and potential longevity review the needs for the Service and the number of spokes people required. Additional resources will form part of the IRT.	Media Officer/LBCM
4	Identify locations for spokes people if necessary	Dependent upon the event, scale and longevity review the best locations for our Media resources to be available Consider Media Officers within Groups/at Stations, etc	Media Officer /LBCM
5	Identify person to liaise with LRF for Media	Identify IRT LRF Liaison	LBCM.

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	aspect of the emergency	Officer. Liaise with the LRF to ensure a consistent approach with the other Services involved within the event.	IRT LRF Liaison
6	Media monitoring	Work with LRF partners Monitor internet, Google news alerts, social media internet news sites, Radio and TV. Consideration should be made regarding the geographical area where the event has occurred to ensure that information can be accessed (local TV/radio).	IRT LRF Liaison Media Officer
7	Communication with all staff	All staff to be briefed of the situation via relevant method, to be determined, dependant on the event.	Media Officer

First Hour (where no notice is received)

	Activity	Response Measures	Person Responsible
1	Media Officer to be mobilised to form part of the IRT team	LBCM to advise Control to mobilise Media and Communications Manager/in the absence of this person a trained Media Officer (Group Manager level)	Control/LBCM
2	Identify key stakeholders and key messages. Decide the best way to communicate these messages to these stakeholders	Establish an understanding of the event and its implications to staff, the public and our partners.	Media Officer/LBCM
3	Identify spokesperson/people	Dependent upon the nature of the event, the scale and potential longevity review the needs for the Service and the number of spokes people required. Additional resources will	Media Officer/LBCM

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		form part of the IRT.	
4	Identify locations for spokes people if necessary	Dependent upon the event, scale and longevity review the best locations for our Media resources to be available Consider Media Officers within Groups/at Stations, etc	Media Officer /LBCM
5	Identify person to liaise with LRF for Media aspect of the emergency	Identify IRT LRF Liaison Officer. Liaise with the LRF to ensure a consistent approach with the other Services involved within the event.	LBCM IRT LRF Liaison
6	Media monitoring	Work with LRF partners Monitor internet, Google news alerts, social media, internet news sites, Radio and TV. Consideration should be made regarding the geographical area where the event has occurred to ensure that information can be accessed (local TV/radio).	IRT LRF Liaison Media Officer
7	Communication with all staff	All staff to be briefed of the situation via relevant method, to be determined, dependant on the event.	Media Officer

4 Hours

	Activity	Response Measures	Person Responsible
1	Warning and informing	Ensure that appropriate warning and informing process is in place, in line with the LRF. i.e. travel warnings, health advise, community safety advise.	IRT LRF Liaison/Media Officer
2	Internet and social media updates	Ensure that appropriate updates are made via our website, Facebook and twitter channels and the Staff Site	Media Officer

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3	Internal Communications	<p>Consider the longer term communications with staff and how this will be dealt with (face to face, emails, texts, written communication)</p> <p>Identify the communication target groups and feed into IRT.</p> <p>For some events consider a reminder to all staff on acceptable conduct and behaviour (especially in relation to social media)</p>	<p>Media Officer</p> <p>Media Officer</p> <p>Media Officer/LBCM</p>
4	Consider communications with businesses	<p>To encourage a reduction in response to AFA's, lifts, etc</p> <p>Safety messages</p> <p>Consider mail drops</p>	Media Officer/LBCM
5	External communications	Identify the communication target groups in addition to the key stakeholders and appropriate channel in circumstances	Media Officer/LBCM
6	Consider press statement/briefing	Discuss the requirement and prepare for a statement or briefing with the CFO	Media Officer/CFO
7	Members Briefing	Review situation and consider briefing for Fire Authority Members.	Media Officer/Head of Democratic Services & Corporate Assurance
8	Consider support from other Fire and Rescue Services	<p>Consider if the Service requires support (if viable).</p> <p>Contact South West Region to invoke the Memorandum of Understanding.</p> <p>If the event is a National event, liaise with Fire Pro</p>	<p>Media Officer/LBCM</p> <p>LBCM</p> <p>Media Officer</p>

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		- via CFOA if necessary.	
9	Timeline for Communications (long term events)	Dependent upon nature of event, write a communication time line for Media Officer(s) to work within. Agree with LBCM	Media Officer
10	FAQ Script for Control Staff, Reception and Area staff (those facing public contact by telephone)	To ensure consistency of message, prepare and communicate a script for staff to use when communicating with the public	Media Officer
11	Service's Website	Review appropriateness of current website and requirement for update. Agree messages required with LBCM Ensure that website is update as appropriate.	Media Officer/LBCM Media Officer Media Officer

8 Hours

	Activity	Response Measures	Person Responsible
1	Publish FAQ's for the public	Agree and publish on the Service website frequently asked questions. Share this information with our partners and staff where necessary. Obtain links from partners for relevant information where necessary	LBCM/Media Officer Media Officer Media Officer
2	Provide updates to all relevant communication channels	Review and if necessary update information already posted on social media, website and staff site	Media Officer/LBCM

24 Hours

	Activity	Recovery Measures	Person Responsible
1	Review our communication arrangements	Review internal and external communication arrangements and update timeline where necessary	Media Officer

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2	Continue with the activities details within 4 and 8 hours.	Continue to manage internal and external communications to support the event until advise by the LBCM	Media Officer
3	Crisis Management team (CMT) update	Where a CMT is in place ensure a full update is provide on Service internal and external communications	LBCM

48 Hours

	Activity	Recovery Measures	Person Responsible
1	Continue with the activities details within 4 and 8 hours.	Continue to manage internal and external communications to support the event until advise by the LBCM	Media Officer
2	Crisis Management team update	Where a CMT is in place ensure a full update is provide on Service internal and external communications	LBCM

3-7 Days

	Activity	Recovery Measures	Person Responsible
1	Continue with the activities details within 4 and 8 hours.	Continue to manage internal and external communications to support the event until advise by the LBCM	Media Officer
2	Crisis Management team update	Where a CMT is in place ensure a full update is provide on Service internal and external communications	LBCM

Over 7 days and up to recovery

	Activity	Recovery Measures	Person Responsible
1	Upon completion of the event review and evaluate all communication activity	Review and evaluate the successes and failures of the plan report to the LBCM to be included within the event review.	Media Officer

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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	Media Officer and LRF Liaison Officer to form part of the IRT
First Hour	As above
4-8 Hours	As above plus additional Media Officers dependent upon the event
24 Hours	As above
48 Hours	As above
3-7 Days	As above
+ 7 Days	As above

Vehicles & Equipment

Prior to event	Media Officer(s) to use a Service Vehicle(s) where possible or own vehicle.
First Hour	Media Officer(s) to use a Service Vehicle(s) where possible or own vehicle.
4-8 Hours	Media Officer(s) to use a Service Vehicle(s) where possible or own vehicle.
24 Hours	Media Officer(s) to use a Service Vehicle(s) where possible or own vehicle.
48 Hours	Media Officer(s) to use a Service Vehicle(s) where possible or own vehicle.
3-7 Days	Media Officer(s) to use a Service Vehicle(s) where possible or own vehicle.
+ 7 Days	Media Officer(s) to use a Service Vehicle(s) where possible or own vehicle.

ICT

Prior to event	Mobile Phone, Remote Access into all internal systems, Internet, TV, Radio
First Hour	Mobile Phone, Remote Access into all internal systems, Internet, TV, Radio
4-8 Hours	Mobile Phone, Remote Access into all internal systems, Internet, TV, Radio
24 Hours	Mobile Phone, Remote Access into all internal systems, Internet, TV, Radio
48 Hours	Mobile Phone, Remote Access into all internal systems, Internet, TV, Radio
3-7 Days	Mobile Phone, Remote Access into all internal systems, Internet, TV, Radio
+ 7 Days	Mobile Phone, Remote Access into all internal systems, Internet, TV, Radio

Alternative Premises

Prior to event	Relevant location to meet with the IRT
First Hour	Relevant location to meet with the IRT
4-8 Hours	Media Officers to be distributed in line with the event.
24 Hours	Media Officers to be distributed in line with the event.
48 Hours	Media Officers to be distributed in line with the event.
3-7 Days	Media Officers to be distributed in line with the event.
+ 7 Days	Media Officers to be distributed in line with the event.

Critical Activities and Business Continuity Arrangements

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.

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

Plan/Information	Location
Business Continuity Procedure and supporting documents	P&P system from staff site/hard copy Control
MOU for the South West Group	Media folder
Fire Pro Communication Strategy	Media folder
Business Cont. Incident Response plans, department and station plans	Staff site and hard copies in 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		
Impact score	3		4	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	X

Additional Information

Vital Records

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

Record	Location	Format
None		