

Incident Response Plan

Plan Name:	Terrorism
Plan Owned by:	ACFO Operations
Nominated Manager:	ACFO Operations
Date Completed:	February 2017
Review Due	February 2019
Version	V1.

Introduction

- The purpose of this plan is
- The purpose of this plan is to ensure that DWFRS complies with its legislative responsibilities under the Fire and Rescue Services Act 2004 by maintaining appropriate levels of operational response capability in the event of a severe disruption.
- The aim of the FRS is to provide a resilient response to fires and other emergencies regardless of the disruption faced.
- This plan provides guidance to the Service and the Lead Business Continuity Manager (LBCM) in an event of potential terrorism 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
- The Service needs to be aware that the implementation of this plan will have a financial impact on the Service.

Plan Features

- **What are the assumptions of the plan -**
The Service has received intelligence from the Government or The Joint Terrorism Analysis Centre (JTAC) highlighting the increased likelihood of terrorist activity in the UK.

Please note the guidance within this plan can also be used when the Service/Country has been subject to an attack of terrorism. The time frames noted however will be progressed at a quicker pace, dictated by the events.

- **When should this plan be invoked –**
Threat levels are designed to give a broad indication of the likelihood of a terrorist attack. They are based on the assessment of a range of factors including current intelligence, recent events and what is known about terrorist intentions and capabilities. This information may well be incomplete and decisions about the appropriate security response are made with this in mind.

There are five threat levels which inform decisions about the levels of security needed to protect our Critical National Infrastructure (CNI)

Low an attack is unlikely

Moderate an attack is possible, but not likely

Substantial an attack is a strong possibility

Severe an attack is highly likely
Critical an attack is expected imminently

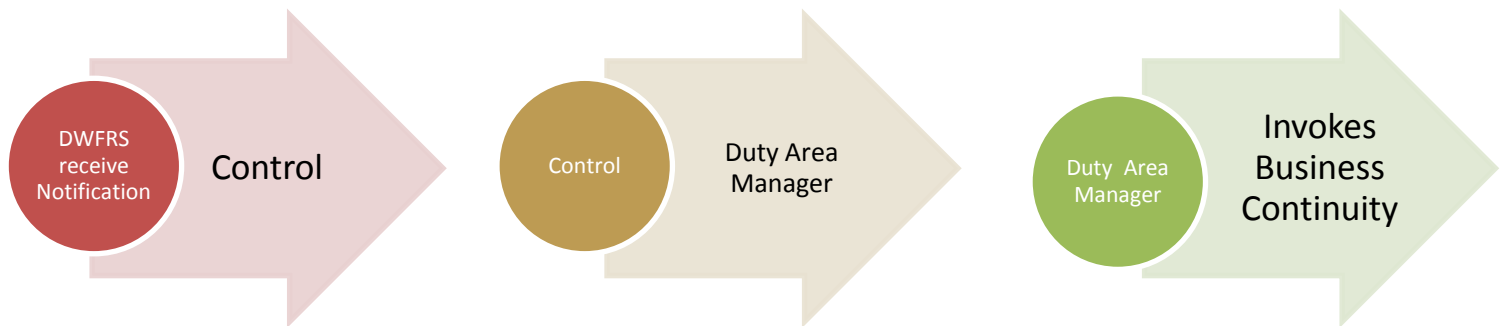
The Service will take additional measures where the UK's threat level is **Severe** or above; the Services response is detailed within Appendix A Terrorism Response Matrix (TRM) -

- **What should the plan achieve**

The plan is designed to ensure continual vigilance Service wide; to keep communities, employees and our premises safe. In addition, as an emergency service, ensure that the Service is equipped to provide, where and when required, vitally important contributions to the resilience of the UK. This plan includes taking sensible precautions in response to changing threat levels, and ensuring that our own measures are proportionate to the prevailing risks.

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 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 communication 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.

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- 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
- 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

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- 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 **critical** threat level being applied to the Country 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

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.

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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.
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List the main activities disrupted by the event	Impact Score (3-5)
Receipt of Emergency calls	5
Mobilising of resources in response to requests for assistance	5
Emergency response of personnel and appliances to fire and rescue calls	5
Requests for the assistance of emergency services for incidents	5
Duties within the Critical Activities Matrix	5
Shared buildings (i.e. Bradford on Avon station shares with Police)	4
Station Sharing Scheme	3
Contractors on site for repairs/upgrades and maintenance (estates/ICT/equipment)	3
Attendance at community events	3
Attendance at external courses and providing external training	4

Catastrophic Impact Activities	
Activities that can not be disrupted	
1	Receipt of Emergency calls
2	Mobilising of resources in response to requests for assistance
3	Emergency response of personnel and appliances to fire and rescue calls
4	Requests for the assistance of emergency services for incidents
5	Duties within the Critical Activities Matrix

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	Attendance at external courses and providing external training				x
2	Shared buildings (i.e. Bradford on Avon station shares with Police)				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	Station Sharing Scheme	X	
2	Contractors on site for repairs/upgrades and maintenance	X	

	(estates/ICT/equipment)		
3	Attendance at community events	x	

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 issued)

	Activity	Response Measures	Person Responsible
1	Establish a Lead Business Continuity Manager (LBCM)- As per the Business Continuity Procedure	<p>Control alert Duty Area Manager who upon receipt of warning (Severe or Critical), should invoke business continuity and confirm this with Control.</p> <p>The Duty Area Manager should take on the role of the LBCM.</p> <p>Control to use Appendix A, Business Cont. Guidance Sheet to assist the LBCM with the initial actions.</p> <p>LBCM to use the Terrorism Response Matrix (Appendix A) to support decision making.</p>	<p>Control</p> <p>Control</p> <p>Control</p> <p>LBCM</p>
2	Establish Incident Response team (IRT)	<p>LBCM to select an IRT to support them with attending to the event – the minimum team requirements for this event are:</p> <ul style="list-style-type: none"> • 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 communication Manager • A NILO 	LBCM
3	Establish a Crisis Management Team (CMT) – where critical level is applied.	<p>Control to contact the Strategic Leadership Team members on the instruction of LBCM.</p> <p>Upon critical alert CMT members must meet with the LBCM at a central location. For this event the</p>	Control to liaise with LBCM to arrange.

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		<p>CMT are:</p> <ul style="list-style-type: none"> • All SLT Members • LBCM • Lead Business Continuity Manager • Head Democratic Services & Corporate Assurance (or equivalent) • Media and Communications Officer • Administration Support • NILO <p>CMT will support the LBCM in invoking the appropriate BC arrangements.</p>	
4	Plan Administration.	<p>Ensure that a decisions and issues log is started (this is not a Control log) use Appendix C of the Business Cont. Procedure.</p> <p>One overall log for the event must be kept. This is not a responsibility of Control.</p> <p>A loggist should be assigned to each relevant Officer/Meeting as needed.</p> <p>A decision/issues should be logged using Appendix C (of Business. Cont. Procedure) and reported by to the IRT Admin</p> <p>A folder for managing the event should be set up with access provided to the CMT and IRT</p> <p>Appendix A (or Business Cont. procedure) Business Cont. Guidance sheet should be used to help direct the administration of the event.</p>	<p>IRT Lead</p> <p>IRT Admin</p> <p>IRT Admin</p> <p>IRT Admin</p> <p>IRT Admin</p> <p>IRT Admin</p>
5	Review threat levels and Service response	<p>Consider the actions appropriate to the threat levels advised.</p> <p>Use the plans Appendix A Terrorism Response Matrix to aid decision making.</p> <p>Decisions should be recorded on decision and issues log.</p> <p>Timescales of the likelihood of an event occurring should be considered and this should direct the speed of the Services actions.</p>	LBCM and IRT Lead.
6	Review need for National Support	<p>Review need for NCAF support (National Co-Ordination and Advisory Framework). Contact NCAF as necessary.</p> <p>Where it is decided that NCAF is currently not required review on-going as events progress.</p>	LBCM

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4 Hours

	Activity	Response Measures	Person Responsible
1	Implement actions noted within the Terrorism Response Matrix (Appendix A to this plan)	<p>IRT team to meet and IRT lead to distribute actions from Appendix A.</p> <p>Update Response Matrix tick sheet (Appendix B to this plan)</p> <p>Ensure that all actions within the Matrix have been agreed and arrange for the delivery and on-going maintenance (where required) of these actions.</p> <p>Implement processes for reviewing completion and reporting back findings.</p> <p>Identify any gaps in Appendix A for the current situation. Agree actions and responsibilities.</p>	<p>IRT Lead</p> <p>IRT Admin</p> <p>IRT</p> <p>IRT Lead/Admin</p> <p>IRT/IRT Lead</p>
2	Service wide security	Consider and implement arrangements highlighted within the Response Matrix	IRT Member
3	Guidance notices/Sops/Service Orders	Ensure that appropriate guidance and advice is sent to relevant staff.	Media & Communications
4	Review if Local Resilience Forum is required	<p>Allocate a member(s) of the IRT team to be the LRF Liaison (were required).</p> <p>Liaison with partners and LRF to review their response levels & actions and provide support.</p> <p>Advise of actions taken by the Service and feedback meeting information to LBCM/IRT Lead.</p>	<p>LBCM</p> <p>IRT LRF Liaison</p> <p>IRT LRF Liaison</p>
5	Review the Disposition of Appliances and disposition status report.	<p>Control to provide up to date information on current crewing levels and appliance availability.</p> <p>Implement a process for on-going monitoring and feedback to LBCM/IRT lead</p> <p>Ensure Services' National Resilience assets are crewed and available</p>	<p>Control Manager</p> <p>Control Manager</p> <p>NILO/Control Manager</p>
6	Staff Communication	<p>Ensure that all staff members are briefed of the situation (communication methods to be considered, email/text/website/safety alert)</p> <p>Provide staff with up to date communications, advice and guidance for time on work premises and outside of work.</p>	<p>Media & Communications Manager</p> <p>Media and Communications Manager</p>

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8 Hours

	Activity	Response Measures	Person Responsible
1	Review the Services Critical Activities Matrix	Review critical activities and resource availability.	IRT Lead
2	Consider stopping all non-critical staff movement where threat level requires.	Review resource levels and appliance availability. Ensure this order is communicated to all staff (email/text/safety message)	LBCM Media and Communications Manager
3	Staff Communications	Ensure that change of shift staff are aware of the situation and are briefed about actions required, checks and briefs sent out.	Media and Communications Manager
4	IRT Terrorism Response Matrix	IRT to meet and review progress of work. Review Appendix A and B of this plan.	IRT Lead

24 Hours

	Activity	Response Measures	Person Responsible
	Officer Communications	Review the Officers Rota ensuring that a process is set up for a communication channel for those people coming off and on duty who will be required to be involved within the IRT. Ensure that a clear process is implemented for transfer of responsibilities to ensure information and role requirements are seamless and clear (this is particularly important for Duty and Brigade Managers change overs, or where key roles are transferred during the	Control Manager and IRT Lead. IRT Lead/LBCM

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		event).	
	Risk Assess effected locations	<p>Consider at risk locations, where necessary make contact with their emergency teams.</p> <p>Align operational decisions to risk areas.</p> <p>Make decisions on a risk based approach to where our resources should cover.</p>	<p>IRT Lead</p> <p>IRT Lead</p> <p>Control Manager/IRT Lead/LBCM</p>
	Media Communications	<p>Where required provide press statements as approved by the LBCM. In conjunction with wider partners (LRF)</p> <p>Review Media Emergency Response plan and agree media arrangements for the event with the LBCM.</p>	<p>Media and Communications Manager/LBCM and LRF Liaison.</p> <p>Media and Communications Manager</p>
	Consider use of stations by external agencies	<p>Where a decision is made not to allow external parties on stations ensure that all agencies are contacted and advised.</p> <p>Where the Service will continue to allow external agencies to use premises consideration should be made for special arrangements. i.e. sign/out arrangement/prior notification to attendees/parking restrictions, etc. – This must be agreed with the LBCM.</p>	<p>IRT Admin</p> <p>IRT Lead</p>
	Community Safety	<p>Identify a prevention manager to join IRT.</p> <p>Consider the activities that the Service could support to help the</p>	<p>LBCM/IRT Lead</p> <p>IRT Prevention</p>

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		<p>community.</p> <p>Consider sending out communications for things to look out for (along side LRF).</p> <p>Review continued attendance at Community Safety events and Home Fire Safety Checks.</p> <p>Decide if certain or all activities are to be ceased for a period of time.</p>	<p>Media and Communications Manager/LRF Liaison.</p> <p>IRT Prevention</p> <p>IRT Prevention/LBCM</p>
	<p>Members Communication</p>	<p>Update Chairman of situation and agree on-going communications for Members.</p> <p>Agree Members update on situation with CMT.</p>	<p>LBCM in conjunction with CFO.</p> <p>LBCM with Head of Democratic Services & Corporate Assurance</p>
	<p>External Communications and Website update</p>	<p>Ensure that the Webpage is updated to include relevant information - available for the public.</p> <p>Ensure that all public calls are referred to a central location and prepare and agree a staff script with LBCM.</p>	<p>Media and Communications Manager</p> <p>Head of Democratic Services & Corporate Assurance</p>
	<p>Review requirement for all vehicles on Service premises to be displaying parking permits/identification.</p>	<p>LBCM to confirm if the Service wishes to provide permits to external agencies or whether another identification method can be used.</p> <p>Where a critical alert is given all vehicles coming onto Service premises must be displaying a valid permit.</p> <p>Arrange permits,</p>	<p>IRT Lead</p> <p>IRT Lead</p> <p>IRT Admin</p>

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		(consideration needs to be made regarding if these could be easily copied). Communication the use and facilitate the distribution to staff/premises.	Media and Communications Manager
CMT to meet to review progress/decision and issues	Set up meeting of CMT. Take CMT through situation and current status. Update on decision and issues. Agree to a regular reporting/meeting set up for CMT briefings.	IRT Admin LBCM/IRT Lead LBCM/IRT Lead	

Daily until necessary

Activity	Recovery Measures	Person Responsible
Internal Communication all staff	Communication statement to be communicated to all staff (operational, uniformed and Corporate). Ensure that all staff are briefed on the situation and kept abreast of changes and updates. Communicate key risk information via safety bulletins and SOP's Communications methods should be considered (Email/Text) – to be agreed with IRT Lead and LBCM.	Media and Communications Manager Media and Communications Manager IRT Lead Media and Communications Manager
Review plan	Review the plan on-going alongside the Appendix A and B of this plan. Agree a regular update and meetings for IRT.	IRT Lead IRT Lead

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		Set up meetings aligned to agreement.	IRT Admin
		Implement plans to monitor continuation of work for the remainder of the event.	IRT Lead
		Review national position.	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	<ul style="list-style-type: none"> • Lead Business Continuity Manager IRT Team <ul style="list-style-type: none"> • Incident Response Team Lead • Head of Democratic Services & Corporate Assurance (or equivalent) • A Control Manager (or trained Control Tactical Advisor) • Administration Support • Media and communication Manager • A NILO CMT team <ul style="list-style-type: none"> • All SLT Members
First Hour	As Above
4-8 Hours	As above plus LRF Liaison in IRT.
24 Hours	As above plus prevention manager to joint IRT
48 Hours	As above
3-7 Days	As above
+ 7 Days	As above

Vehicles & Equipment	
Prior to event	None for the purposes of this plan.
First Hour	None for the purposes of this plan.
4-8 Hours	None for the purposes of this plan.
24 Hours	None for the purposes of this plan.
48 Hours	None for the purposes of this plan.
3-7 Days	None for the purposes of this plan.
+ 7 Days	None for the purposes of this plan.

ICT	
Prior to event	Full ICT required including external access.
First Hour	Full ICT required including external access
4-8 Hours	Full ICT required including external access

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24 Hours	Full ICT required including external access
48 Hours	Full ICT required including external access
3-7 Days	Full ICT required including external access
+ 7 Days	Full ICT required including external access

Alternative Premises	
Prior to event	Meeting room and working space for IRT members
First Hour	Meeting room and working space for IRT members
4-8 Hours	Meeting room and working space for IRT members
24 Hours	Meeting room and working space for IRT members
48 Hours	Meeting room and working space for IRT members
3-7 Days	Meeting room and working space for IRT members
+ 7 Days	Meeting room and working space for IRT members

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 (Appendix I to the Business Cont. Procedure) 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 used to support and aid decision and regain business as usual.

Plan/Information	Location
Business Continuity Procedure and supporting documents	Hardcopies control/ Electronic Copies on staff site.
Critical Activities Matrix	Hard copies control/ Electronic Copies on staff site.
Control Response Matrix	Hard copies control/ Electronic Copies on staff site.
Business Cont. Guidance Sheet	Hard copies control/ Electronic Copies on staff site.
Decisions and Issues Log	Hard copies control/ Electronic Copies on staff

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	site.
Terrorism Response Matrix (Appendix A)	Hardcopies control/ Electronic Copies on staff site (restricted access).
Response Matrix tick sheet (Appendix B)	Hardcopies control/ Electronic Copies on staff site (restricted access)

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	x
Impact score	5	3	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

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