

Harrow Council

Business Continuity Plan

This plan is to be invoked following major service disruption (or potential disruption) to the council either at the Civic Centre or council premises and where service disruption will last 8 hours.

Glossary

BECC	Borough Emergency Control Centre
CIMT	Corporate Incident Management Team
CSB	Corporate Strategy Board
DIMT	Departmental Incident Management Team
EP	Emergency Planning
EPO	Emergency Planning Officer
ERO	Emergency Response Officer

Contents

1. INTRODUCTION	5
2. AIM	5
3. OBJECTIVES	5
4. PLAN ASSUMPTIONS	5
5. PLAN REVIEW	5
6. TRAINING AND EXERCISING	6
7. USE OF THE PLAN	6
7.1 Major Incident (MI) Plan	6
7.2 Link between Harrow Council Corporate Business Continuity Plan & Harrow Council MI Plan	6
8. ORGANISATION	9
9. STRUCTURE	9
9.1 Corporate Incident Management Team (CIMT)	9
9.1.1 CIMT Meeting Location	10
9.1.2 CIMT Responsibilities	10
9.1.3 CIMT Method of Work	11
9.1.4 CIMT & the Borough Emergency Control Centre (BECC)	11
9.2 Departmental Incident Management Team (DIMT)	11
9.2.1 DIMT Meeting Location	12
9.2.2 DIMT Responsibilities	12
9.2.3 DIMT Method of Work	12
9.2.4 DIMT & the BECC	12
10. RECOVERY STRATEGY – ACCOMMODATION	12
11. PLAN ACTIVATION	13
11.1 Initial Action	13
11.2 Evaluation Phase	13
11.3 Full Activation	13
11.4 Action Checklists	13
12. STAFF AND PUBLIC ANNOUNCEMENTS	14
13. COMMUNICATION WITH MEMBERS AND THEIR ROLE IN A MAJOR INCIDENT..	14
14. IT ARRANGEMENTS	14
14.1 The Computer Room	Error! Bookmark not defined.
14.2 IT Services	14
14.2.1 P1 Telephony solution	15
14.2.2 P1 Internet solution	15
14.3 Alternative Site	15
15. SUPPORTING INSTRUCTIONS	15

15.1. Authorised Expenditure15
 15.1.1 Cash15
 15.1.2 Insurance.....15

16. SALVAGE 15

17. ALTERNATE LOCATIONS..... 15

18. RESOURCE LISTS 15

ANNEXES 16

ANNEX A-1 - CIMT - IMMEDIATE ACTION.....16
 ANNEX A-1-1 - CIMT - IMMEDIATE ACTION: Draft Terms of Reference and first agenda17
 ANNEX A-2 - CIMT - Action taken during next 3 hours19
 ANNEX A-3 - CIMT - Action taken during next 48 hours20
 ANNEX A-4 - CIMT - Action taken during next month21
 ANNEX B – Role of ward councillors during a major incident aide memoire22
 ANNEX C – Things to consider in messages to staff23
 ANNEX D – Disaster recovery financial record24
 ANNEX E – Staff z-card template Error! Bookmark not defined.

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Related Documents

Reference	Version / Date	Title
		Departmental Business Continuity Plans
		MI Plan
		MI Contact Directory
		Duty Director Rota

Foreword – Chief Executive

All of us who work for the council need to be aware of the consequences of large-scale damage and disruption to our premises and the subsequent effect upon the services that we provide. If the worst should occur we must be able to respond in a controlled, professional and prompt manner.

This plan will enable us to do that. It is the main business continuity plan for the council. Each department will produce its own main departmental plan supported by plans for each section and remote site.

Please consider your role in the plan, and retain it for possible use in the future.

*Michael Lockwood
Chief Executive
September 2009*

1. INTRODUCTION

Nearly every day there are many unpublicised disasters, man-made and natural, which devastate both private and public sector business units. Where the disruption affects critical business procedures, the consequences can be severe and include substantial financial loss, an inability to achieve agreed levels of service, embarrassment and loss of credibility or goodwill for the organisation concerned. The consequential damage can have a much wider impact on staff welfare and the general public. Having a recovery plan that can be implemented with the minimum delay will significantly reduce the level of disruption to Harrow Council and should ensure the rapid resumption of services to the public.

This plan outlines the actions required by the Corporate Strategy Board (CSB) assisted by selected support staff. However, each department should have a plan for their department, with some having further sub plans for specialist sections. The department plans should cover all aspects of their own service delivery at both department and section levels.

2. AIM

The aim of this plan is to ensure that the critical functions located at Civic Centre and council outstations are reinstated as soon as possible, ensuring an unbroken level of front line services, whilst full restoration is planned for and implemented.

3. OBJECTIVES

1. To mobilise the organisational structure required to manage the recovery.
2. To list the immediate action to be taken.
3. To list the short-term measures necessary to replicate essential services.
4. To list the medium-term measures necessary to restore services.
5. To describe long-term recovery action.

4. PLAN ASSUMPTIONS

The plan assumes a worst-case scenario in which accommodation and/or critical information systems and/or other resources are destroyed by fire, other natural events, or by unauthorised entrants committing acts of destruction, theft or sabotage that prevent key service delivery functions being undertaken.

It is assumed that Harrow Council policy as it applies to records management, file management, computer security in general and virus protection in particular, is being applied in offices. Similarly, it also assumes that fire prevention, physical security and health and safety at work standards are also being applied. It assumes that inventories of hard/software, other business systems and major items of equipment are maintained by departments.

5. PLAN REVIEW

It is the responsibility of the Emergency Planning Manager to ensure that this document is amended to reflect any changes to the council's procedures, which affect the contents of this document.

Lessons learned and feedback from regular testing will be considered during annual reviews of this plan that will be conducted by the emergency planning team, with subsequent approval by the Corporate Strategy Board. Changes in council circumstances may require the plan to be reviewed earlier than this.

6. TRAINING AND EXERCISING

It is the responsibility of the Emergency Planning Team to ensure that appropriate employees are aware of the contents of this corporate document and their role in a crisis.

The Emergency Planning Manager will be responsible for the formulation and delivery of annual training and exercise at strategic level for this plan, its supporting documents and procedures. Departmental exercising will take place at least annually and will be formulated and delivered by the Emergency Planning Team. Departmental plan owners should ensure that their employees are aware of the business continuity plan structure within the council and staff expectations during an incident.

7. USE OF THE PLAN

This plan is designed to be used by all staff involved in the recovery process, and in particular the Corporate Incident Management Team (CIMT) and Departmental Incident Management Team (DIMT). The plan outlines the initial recovery process in detail and is generic to the Civic Centre (and Harrow Council out-stations). A site-specific plan for the depot in Forward Drive, Wealdstone is currently in development and will be completed in early 2010. This corporate business continuity plan may be used in conjunction with the Harrow Council Major Incident (MI) Plan that may already be invoked at the time of activating this plan (or vice versa).

7.1 MAJOR INCIDENT (MI) PLAN

Harrow Council's Major Incident (MI) Plan provides council staff with information to manage the effects of a major incident occurring within the borough or pan-London. The MI Plan outlines the framework for managing and co-ordinating that response. The procedures described in the MI Plan are consistent with those defined in the London Emergency Services Liaison Panel (LES�P) Major Incident Procedure Manual (Seventh Edition).

All members of the CIMT, emergency planning team and Harrow Council Emergency Response Officers (EROs) hold a copy of the MI Plan and have access to the Harrow Council Major Incident Contact Directory.

7.2 LINK BETWEEN HARROW COUNCIL CORPORATE BUSINESS CONTINUITY PLAN & HARROW COUNCIL MI PLAN

This Corporate Business Continuity Plan and the Major Incident Plan have similar activation and invocation procedures. The Corporate Incident Management Team (CIMT) could be convened for a major incident within Harrow (not necessarily related to the Civic Centre or Harrow Council's business continuity) or for a specific Harrow Council incident relating to major interrupted service delivery.

The structure and function of the CIMT is similarly defined in both the MI Plan and the Corporate Business Continuity Plan.

Appendix 1

LB Harrow Corporate Business Continuity Plan



It is suggested that the two plans could be used together to pool the appropriate resources to deliver the most effective response.

See flow diagram on following page:

8. ORGANISATION

In the event of a major incident resulting in the loss of all or some of the critical functions at the Civic Centre or a Harrow Council outstation, the Duty Director will convene the Corporate Incident Management Team (CIMT), accompanied by departmental representatives as appropriate, affected by the incident. The CIMT will remain in operation for the duration of the emergency situation. The CIMT has full authority to declare a disaster situation, and has the authority to decide which elements of the corporate and departmental business continuity plans should be invoked. The CIMT, alongside the emergency planning team, will be responsible for the overall management, co-ordination, control, and monitoring of the disaster situation and for the disaster recovery actions outlined within this business continuity plan.

9. STRUCTURE

9.1 CORPORATE INCIDENT MANAGEMENT TEAM (CIMT)

The CIMT will convene at the request of the scheduled Duty Director. The core of this team is made up of the standing Corporate Strategy Board, the Emergency Planning Manager, the Head of Communications, with additional senior management as the incident dictates.

Corporate Incident Management Team Members			
Job Title	Name	Deputy <i>*To be determined by CIMT primary members</i>	PA
<i>Please note: not all members listed below may be required at the initial CIMT meeting</i>			
Corporate Strategy Board (CSB) Members			
Duty Director (Chair – in the first instance)	(rota held by security, Emergency Response Officers, Directors, Emergency Planning Team)		
Chief Executive			
Assistant Chief Executive			
Director – Legal & Governance Services			
Corporate Director – Adult’s & Housing			
Corporate Director – Children’s Services			
Corporate Director – Community & Environment			
Corporate Director – Place Shaping			
Corporate Director – Finance			
Other Officers that may be required for Corporate Incident Management Team			
Emergency Planning			

Manager			
Head of Communications			
Head of Facilities Management			
Head of IT			

In line with Harrow Council’s Major Incident (MI) Plan, the CIMT will usually convene in response to a major incident or emergency directly affecting the borough. However, this team will also convene in the event of a major business continuity incident affecting the Civic Centre or a Harrow Council outstation.

On establishing that an emergency or major incident will require a significant council response, the duty Emergency Response Officer (ERO) or an Emergency Planning Officer will provide the Duty Director with a brief situation report and establish whether it is necessary for the CIMT to convene. If convened, the CIMT should establish its own terms of reference, aims and focus points. An example terms of reference and first agenda is in Annex A1-1.

The Duty Director will notify the Chief Executive and keep him briefed as to the current situation. After consultation, the Chief Executive may choose to take over the chairmanship of the CIMT or may allow the Duty Director to carry on in the capacity as Chair.

9.1.1 CIMT MEETING LOCATION

9.1.2 CIMT RESPONSIBILITIES

- Provide strategic direction to the council response, during and post-incident
- Provide ‘focus points’ for Borough Emergency Control Centre (BECC) Incident Management Team (if operational) and wider corporate response if required
- Maintaining close liaison with the Incident Controller of the BECC
- Directing measures to prevent loss or damage to life, property and resources and making the site secure and safe
- Evaluating the extent of the damage and the potential consequences
- Authorising recovery procedures in order to provide an operational service to staff and clients
- Disseminating information to the public through the news media
- Liaison with members and external VIPs (see Ward Member Aide-memoire: Annex B)
- Authorising the ordering and acquisition of replacement equipment if required
- Authorisation and control of expenditure arising out of recovery operations
- Provide strategic direction for the organisation of the return to normality once the emergency period has passed

9.1.3 CIMT METHOD OF WORK

CIMT will be convened by the Duty Director to attend an initial meeting addressing setting terms of reference (a).

The meeting will receive a situation report from the incident controller in the Borough Emergency Control Centre (most likely the emergency planning manager) and share any information that has been gathered internally.

Before closing, the CIMT will determine the time of the next meeting, or if the situation is deemed not to require further meetings, establish criteria that would.

Further meetings will receive updated situation reports and share information.

a. Setting Terms of Reference

Any CIMT should maintain a strategic overview of the response with a particular focus on long term resourcing. Setting clear terms of reference will help ensure clarity of decision making by the CIMT and others involved in the response. Terms of reference for the CIMT should seek to incorporate the maintenance of core services and wider management of service delivery during any disruptive challenge. An example terms of reference can be found in Annex A-1-1.

It is critical that the CIMT maintains control at a strategic level, providing the council strategy for response and recovery. It is important that the CIMT do not become involved at a tactical or operational level.

9.1.4 CIMT & THE BOROUGH EMERGENCY CONTROL CENTRE (BECC)

The Incident Management Team in the BECC should be utilised by the CIMT to obtain and disseminate information and to coordinate the council's response as necessary.

The Borough Incident Controller is the link between the BECC and the Corporate Incident Management Team (CIMT). This is usually the emergency planning manager or their deputy.

The Borough Incident Controller will provide the CIMT and the Duty Director with regular briefings and ensure that the situation and information boards are maintained for their use as necessary. Information will be presented in the form of situation briefings and latest information, verbally and/or on information boards.

9.2 DEPARTMENTAL INCIDENT MANAGEMENT TEAM (DIMT)

The Departmental Incident Management Team (DIMT) maintains control at a tactical level directed by the strategy provided by the Corporate Incident Management Team (CIMT).

The DIMT will convene at the request of the Duty Director via Corporate Directors, most probably after the first meeting of the CIMT. The core of this team will be affected Heads of Service, Service Managers, Divisional Directors and other Senior Managers as required.

On establishing that an emergency or major incident will require a significant council response, the CIMT will nominate the most appropriate group of senior managers to form DIMT. The DIMT will co-ordinate and provide the tactical response on behalf of the council.

The DIMT may need to invoke their departmental plans and establish communication with staff and key clients/customers. Those senior managers who are not included on the DIMT, due to the

type of incident, should be contacted and instructed to invoke their own department's plan if required.

9.2.1 DIMT MEETING LOCATION

9.2.2 DIMT RESPONSIBILITIES

- Maintain close liaison with the CIMT
- Management of the activation and invocation of departmental business continuity plans
- Liaison with departmental staff and support throughout the invocation process
- Evaluating the extent of the damage and the potential consequences to service at departmental level and feed this information to the CIMT and the BECC
- Management of service delivery and ensuring departmental core services are maintained
- Provide tactical assistance and direction to the council response, during and post-incident
- Ordering and acquiring replacement equipment where so authorized
- Control of expenditure arising out of recovery operations

9.2.3 DIMT METHOD OF WORK

The DIMT will convene at the request of the scheduled Duty Director. The group will initially decide on a chairperson if this has not been decided by the CIMT.

The meeting will receive situation reports and response strategy from the CIMT, share any information that has been gathered as appropriate and determine the tactical response from the council.

Before closing, the DIMT will determine the time of the next meeting (usually shortly after the CIMT has met), or if the situation is deemed not to require further meetings, establish criteria that would.

9.2.4 DIMT & THE BECC

The Incident Management Team in the BECC should be utilised by the DIMT to assist in coordinating the council's response. The Borough Incident Controller is the primary link between the BECC and the DIMT; however, direct communication between BECC staff and DIMT may be more appropriate depending on the task to be completed.

BECC staff will be able to assist in arranging the operational response and will be a central point for coordinating resources.

Regular meetings to provide the DIMT with situational updates and a chance for any issues to be raised may be convened by the Borough Incident Controller.

10. RECOVERY STRATEGY – ACCOMMODATION

11. PLAN ACTIVATION

The activation of the business continuity plan is broken down into three phases:

- a. Initial activation.
- b. The evaluation phase.
- c. Full activation.

11.1 INITIAL ACTION

Out of office hours, the plan will be activated by the Duty Director or a quorum of the CIMT on receipt of information from the Emergency Response Officer (ERO), Emergency Planning Manager or another reliable source.

During office hours, normal emergency procedures will be followed and the immediate situation managed by the departmental manager affected. They will then contact the Duty Director, or in their absence the Emergency Planning Manager or duty Emergency Response Officer (ERO).

Contact phone numbers for all CIMT members, the Emergency Planning Team, Emergency Response Officers and selected staff are contained in the Harrow Council Emergency Contact Directory issued regularly by the emergency planning team. Further contact details for department staff are detailed in each departmental plan.

11.2 EVALUATION PHASE

If not already on site, and if appropriate, the CIMT Chair (or their deputy) will make their way to the scene in order to make an initial evaluation of the extent of the damage and potential service delivery issues. At this stage, the other members of the CIMT will be placed on standby. Depending on the level of damage, the CIMT Chair will either take no further action or will initiate full activation.

11.3 FULL ACTIVATION

If the plan is fully activated the CIMT Chair will carry out the actions outlined in Annex A-1: CIMT – Immediate Action. A draft first agenda for the CIMT meeting can be found in Annex A-1-1.

If required, all CIMT members will alert and deploy the supporting members of their respective functional groups, known as the DIMT (Departmental Incident Management Team). DIMT members and other departmental managers will invoke their departmental plans, ensuring notification and cascade procedures in the plan are started.

11.4 ACTION CHECKLISTS

The CIMT may wish to use the following action checklists to ensure that important tasks are not forgotten. These checklists are a guide only. CIMT action checklists are as follows:

- a. Immediate action (and draft CIMT ToR and agenda): Annex A-1
- b. Action taken during next three hours: Annex A-2
- c. Action taken during next forty-eight hours: Annex A-3
- d. Action taken during the next month: Annex A-4

12. STAFF AND PUBLIC ANNOUNCEMENTS

Under the direction of the CIMT, the council communications team will be responsible for keeping staff and the public informed throughout the incident and recovery period with approved information. The communications team will use the media, website (in conjunction with the WebTeam manager) and/or any other appropriate and available communications channel to:

- a. Keep staff informed (wider level channels as contact with their line-manager should have been established via departmental plans). Things to consider when informing staff are noted in Annex C.
- b. Keep members of the public informed about the effect the incident will have on services.

13. COMMUNICATION WITH MEMBERS AND THEIR ROLE IN A MAJOR INCIDENT

During a major incident that involves the invocation of either the Corporate Business Continuity Plan or the Major Incident plan, communication with the Leader of the council and leaders of opposing party groups is the responsibility of the Duty Director.

The Duty Director will regularly brief the group Leaders on the situation, usually on a daily basis. The group leaders will disseminate information to affected ward councillors, usually on a daily basis.

Councillors have an important role to play in being the interface between Harrow Council and the public. A united front from all parties is important in ensuring that a positive image of Harrow Council is projected at all times.

It is important that the regular updates regarding the incident and the devised strategy is communicated effectively and efficiently to the Leader. Further guidance from the council communications team will enable appropriate responses to media requests.

A 'Do's & Don'ts in a Major Incident' aide-memoire for ward councillors can be found Annex B.

Democratic Services departmental business continuity plan includes a councillor notification process that should be invoked. However, leaders of each political party are equally responsible for ensuring that their councillors are kept informed of the situation and are aware of the ward councillor aide-memoire.

14. IT ARRANGEMENTS

14.2 IT SERVICES

In October 2008, the Harrow Council Corporate Strategy Board approved the classification of disaster recovery IT services as follows:

- P1** – to be available within 48 hours
- P2** – to be available within 2 weeks
- P3** – to be available at best endeavours after 2 weeks

P1 IT services that will be provided within 48 hours are telephone numbers for up to 250 staff

14.2.1 P1 TELEPHONY SOLUTION

Harrow Council have procured a solution from British Telecom (BT) that offers almost immediate redirection of a selected range of Harrow Council direct dial (DDI) numbers to other numbers which will be nominated by departments on invocation of the business continuity plan. A variety of telephone recovery plans will be prepared, so that, in the event of a disaster, Harrow Council can invoke a specified plan to transfer DDI numbers to recovery landlines or mobiles.

14.2.2 P1 INTERNET SOLUTION

The recovery web site will **NOT** provide any transactional facilities or enquiry abilities (e.g. payments or forms). Content can be updated throughout the disaster by nominated personnel.

14.3 ALTERNATIVE SITE

15. SUPPORTING INSTRUCTIONS

15.1. AUTHORISED EXPENDITURE

The Corporate Incident Management Team will authorise any limits on any expenditure needed for the prevention of further loss of life or injury, or loss or damage to property and assets and authorise the expenditure necessary for making sites secure and safe. Other discretionary expenditure such as leasing offices or the replacement of high value assets will also have to be referred to the CIMT. Records of expenditure relating to the incident should be kept using the format contained at Annex D.

15.1.1 CASH

Although the normal procedures of official orders, invoicing and creditor payments should apply, where immediate or cash payments are required, these can be arranged through the Corporate Director of Finance or their delegated deputy.

15.1.2 INSURANCE

Before ordering the replacement of high value assets the Divisional Director of Risk, Audit & Fraud should first be consulted with regard to corporate insurance in order to clarify the terms of existing cover.

16. SALVAGE

In the immediate aftermath of a serious incident there will be a requirement to initiate salvage operations and the repair of items contained in the damaged area. This will be determined by loss adjusters, council and salvage company.

17. ALTERNATE LOCATIONS

18. RESOURCE LISTS

Departments are responsible for identifying their own specialist resource requirements and including the information in their respective department plans.

ANNEXES

ANNEX A-1 - CIMT - IMMEDIATE ACTION

1. Depending on the information received, the Corporate Incident Management Team Chair will arrange for the following actions to be taken:
 - a. Place other members of the team on standby and/or instruct them to relocate to the approved recovery site;
 - b. Move to the site and make an assessment of damage done and site security;
 - c. Open a log of events;
 - d. Advise the Divisional Director of Risk, Audit & Fraud regarding insurance;
 - e. Make a preliminary (verbal) report to senior management.
2. Team members will alert and deploy the DIMT, as necessary.
3. The Chair will then call for an initial meeting of the CIMT with the following objectives:
 - a. To define the problem, the extent of disruption, its consequences and the probable implications for the foreseeable future.
 - b. To select a specified location as an operations centre.
 - c. To agree each team member's objectives for the following three hours.
 - d. To set up a second meeting for three hours later.
4. Minutes of this meeting will be recorded noting actions being taken, future intentions and help required.

ANNEX A-1-1 - CIMT - IMMEDIATE ACTION: Draft Terms of Reference and first agenda

Terms of Reference
Corporate Incident Management Team



Draft Terms of Reference
For
Corporate Incident Management Team (CIMT)

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Contents

1. **BACKGROUND** 1

2. **CIMT AUTHORITY** 1

3. **TERMS OF REFERENCE** 1

4. **INITIAL AGENDA** 1

Terms of Reference

Corporate Incident Management Team



1. BACKGROUND

In the event of a major incident resulting in the loss of all or some of the critical functions at the Civic Centre or a Harrow Council outstation, the Corporate Incident Management Team (CIMT) will assemble, accompanied by departmental representatives as appropriate, affected by the incident. The CIMT will remain in operation for the duration of the emergency situation.

2. CIMT AUTHORITY

The CIMT:

- Has full authority to declare a disaster situation,
- Has the authority to decide which elements of the corporate and departmental business continuity plans should be invoked.
- Is responsible for the overall management, co-ordination, control, and monitoring of the disaster situation will be responsible for directing the disaster recovery actions outlined within this Corporate Business Continuity Plan.

3. TERMS OF REFERENCE

The CIMT will:

- Provide strategic direction to the council response, during and post-incident
- Provide 'focus points' for Borough Emergency Control Centre (BECC) Incident Management Team (if operational) and wider corporate response if required
- Maintaining close liaison with the Incident Controller of the BECC
- Directing measures to prevent loss or damage to life, property and resources and making the site secure and safe
- Evaluating the extent of the damage and the potential consequences
- Authorising recovery procedures in order to provide an operational service to staff and clients
- Disseminating information to the public through the news media
- Liaison with members and external VIPs (see Ward Member Aide-memoire: Annex B)
- Authorising the ordering and acquisition of replacement equipment if required
- Authorisation and control of expenditure arising out of recovery operations
- Provide strategic direction for the organisation of the return to normality once the emergency period has passed

4. INITIAL AGENDA

When convened by the Duty Director or the Chief Executive, the first meeting of the CIMT should cover **at a minimum**, the following items;

- Agree Chair of meeting
- Agree Terms of Reference for the CIMT
- Define the problem, the extent of disruption, its consequences and the probable implications for the foreseeable future.
- Select a specified location as an operations centre.
- Agree each team member's objectives.
- To set up a second meeting at an appropriate interval.

Minutes of this meeting will be recorded noting actions being taken, future intentions and help required.

ANNEX A-2 - CIMT - Action taken during next 3 hours

	Action	Lead
1	Establish the operations centre either on or off site or at Borough Emergency Control Centre (BECC)	
2	Use the operations centre or BECC as the main point of contact for the emergency services, public utilities, senior management, staff, clients and Divisional Director of Risk, Audit & Fraud / insurance team	
3	Take over the incident log from the CIMT Chair. Issue announcements to staff, clients and the media (See Annex C).	
4	Undertake a site survey. E.g: - which services can use the site immediately? - which units can use the site after cosmetic attention? - when can they re-occupy the site? - which units cannot be re-housed in the short term? - what amount of office space is required for priority one services - which priority one services can share accommodation on a temporary basis? - decide outline strategy for re-occupation of and/or re-deployment to an alternative site.	
5	Organise safety survey and arrangements to make the site secure.	
6	Consider salvage options.	
7	Assess the effect of the incident on critical business functions and start planning the order of their reinstatement in accordance with priorities.	
8	Contact IT staff and alert them to possible action.	
9	Assess the impact on the telephone network and make contact with appropriate staff and agencies required to reinstate networks.	
10	Alert IT staff to assess the impact on IT hard/software, peripherals and network installations.	
11	CIMT will hold a second meeting after three hours with the following objectives: a. to receive initial reports; b. to agree objectives for the next period; c. to establish staff rotas; d. to set up a third meeting.	

ANNEX A-3 - CIMT - Action taken during next 48 hours

	Action	Lead
1	Continue to maintain log of events and ensure staff, clients and communications/ news media regularly updated.	
2	EITHER plan the re-allocation of office space on site OR plan to move to an alternative site.	
3	CIMT need to ensure that the following issues are addressed: <ul style="list-style-type: none"> • office equipment and supplies • site safety and security • salvage and temporary storage • postal arrangements • telecommunications services to the required site(s) • IT system recovery 	
4	Start and maintain a record of financial expenditure and collate information as may be required by the Divisional Director of Risk, Audit & Fraud / insurance team.	
5	Hold a third meeting to finalise plans and/or monitor progress.	

ANNEX A-4 - CIMT - Action taken during next month

	Action	Lead
1	Continue internal and external announcements as necessary and the record of events.	
2	Continue to keep financial records.	
3	Monitor measures being taken for disaster site safety and security.	
4	Maintain liaison with the Divisional Director of Risk, Audit & Fraud / insurance team.	
5	Monitor that the telecommunications network is tested and operates. Continue to provide support/re-configuration to departments when required.	
6	Monitor the programme for the installation and back-up of IT networks, hard/software and peripherals in the agreed order of priority.	
7	Monitor the programme for the delivery of supplies to the disaster/alternative site.	
8	Monitor the reinstatement of functions in order of priority and the consequent effects on service delivery.	
9	Monitor overall progress on a regular basis.	
10	Formulate a plan for a return to normal operation	
11	Co-ordinate interim and/or final report drafting.	

ANNEX B – Role of ward councillors during a major incident aide memoire

Dos and Don'ts

Dos

- Do act as interface between Harrow Council and public
- Do support officers in all departments
- Do act as the “familiar face” of the council
- Do act as an “oasis of calm” amidst chaos
- Do project a positive image of Harrow Council
- Do ensure “all party” support
- Do use chain of command – Leader of the Council / political group Leader
- Do keep a log of any actions taken

Don'ts

- Don't become involved with operational, tactical or strategic response
- Don't interfere with work at emergency scenes, they are dangerous
- Don't become another victim
- Don't cross emergency services cordons
- Don't compromise the preservation of evidence
- Don't talk to the media before liaising with the communications team first
- Don't say negative things, project a positive image of Harrow Council
- Don't be specific, be general

Information updates

- Check the council website www.harrow.gov.uk or other government sites as advised by the communications team
- Contact the group Leader, use the chain of command

The Role of the Leader

Local Emergency

- The Duty Director will regularly brief the group Leaders on the situation, usually on a daily basis
- The group Leaders will disseminate information to affected Ward Councillors, usually on a daily basis

Regional / National emergency

- The Duty Director will regularly brief the group Leaders on the situation, usually on a daily basis
- The group Leaders will disseminate information to relevant Portfolio Holders / Ward Councillors, usually on a daily basis

ANNEX C – Things to consider in messages to staff

Staff will be concerned about:

- The incident and how it has affected their office and personal workspace.
- If and how the authority will continue business; reassurance that the council's business continuity plan is being put into operation, as well as departmental plans.
- Job security: will jobs be safe?
- Payment of salaries: reassure that payment of salaries should not be affected (but may be delayed).
- Accessibility of the office - restricted or completely unavailable? And advice as to what to do, where to go.
- What happens if managers request staff work overtime? Do they have to? Has payment for overtime been approved? Is there other compensation?
- If they have normal capability to work from home (WFH), is it available at the moment? What IT applications /files are available via WFH?
- How can they keep up to date with information about the incident? Is the website working?
- What do I do if I am asked by the media to comment on my displacement from work and how the council is responding to it's staff and residents / customers / clients?

ANNEX D – Disaster recovery financial record

Purchases

£												
SUPPLIER / PURCHASER												
REASON FOR PURCHASE												
DESCRIPTION OF ITEM												
LOCATION												
TIME												
DATE												

