

BUSINESS CONTINUITY PLAN

Enter Department / Directorate Name
Enter Section name

Force Critical Functions

The Force has 8 Critical Functions which must be maintained:

- To maintain effective communications with the public
- To receive and respond to Emergency Calls providing an appropriate response to immediate incidents prioritising those at greatest risk due to vulnerability
- To continue to effectively investigate crime ensuring vulnerable individuals are quickly identified and receive a response appropriate to their needs
- Maintain the ability to deal with:
 - Major, Critical and Emergency Incidents
 - Serious Crime
 - Firearms Incidents
 - Serious Public Order
 - Fatal and Serious Road Traffic Collisions
- Ensure the health, safety & well-being of staff through the provision of effective training, equipment, support and governance to deal with operational challenges.
- To provide effective custody facilities and Critical Case Progression
- To deal effectively with all matters which impact upon community cohesion, or the credibility and reputation of the Force
- To provide effective command and control of incidents

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Plan details	
Plan Owner	
Plan Manager	
Plan Writer	
Date agreed by owner	
Version number	

See Business Continuity Management – Roles and Responsibilities

Plan review details			
Review period	6 Monthly		Annually
Date of next review			

Corporate Services review details	
Date to Business Continuity Manager	
Date reviewed by BCM	

All staff undertaking activities identified must be informed of this Business Continuity Plan. The document signatory is also responsible for exercising this plan to confirm that it is still fit for purpose. The Force Business Continuity Manager shall be informed of these exercises and any changes to the current plan in order to maintain a log to comply with the Civil Contingencies Act 2004.

Revision History

Version	Summary of Change	Changes made by	Date

Exercise History

Exercise date	Location	Type and nature of exercise	Date of debrief

Activation History

Date	Location	Type and nature of incident	Date of debrief

Storage of plans

Location
<p style="text-align: center;">Plan distribution list</p> <p style="text-align: center;">All – web link - detail Dept. /Business lead – Hard Copy BCM Coordinator – Emergency Planning Office Off-site hard copy – Secure Files</p>

Crisis Management Team Core Members

Department Name

Role	Position	Contact No.
Business Continuity Plan Owner Crisis Management Team Leader		
Deputy Crisis Management Team Leader Departmental Single Point of Contact (SPOC)		
CMT member		
CMT member		

See Initial response Check sheet Appendices A

See Business Continuity Management – Roles and Responsibilities

Once this plan is invoked the unit/department manager must ensure that a log is kept of any decisions made or actions taken.

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**About the Department
Section 1**

Department role

Staff resources day to day			
Police Officers		Police Staff	
Chief Inspector above		Managers	
Inspector		Staff	
Sergeant			
Constable			
Department core hours			

SECTION 1

Plan Introduction and Overview

1.1 Introduction

This Business Continuity plan was developed by the Force Business Continuity Coordinator in line with BS22301 and offers the required level of flexibility to allow the <Department> to develop a plan tailored to their own specific needs.

It sets out the basis for the co-ordinated and managed resumption, within acceptable recovery timeframes, of the Departments Critical Functions at <Location> and the tasks and actions to be undertaken.

It focuses on the recovery of the Critical Functions that were identified during the Business Impact Analysis undertaken for the Department.

It identifies the prioritisation for recovery of the Departments Critical Functions, the resources that they need and within what time frames they will be required.

1.2 Scope

The plan has been drawn up to deal with the disruption of Critical Functions caused by the loss of <Location> or other major incidents affecting the operations within that area. The tasks and actions are designed to restore the Critical Functions to an acceptable level of operation.

It considers short, medium and long-term strategies for recovering the Critical Functions according to agreed prioritisation and recovery time objectives, and communications with Stakeholders, service providers and suppliers during the period of business interruption.

It also identifies Single Points of Failure (SPOF), where there are no alternatives with a single supplier supplying goods and or services which are relied on to provide critical functions.

Finally, it considers the resumption of all other activities over time, Identifying the potential need to activate a Business Continuity Management (BCM) Recovery Team. This team would assess not only the impact on the immediate Department but also implications on the wider environment pulling together key departments to ensure sustained focused recovery.

It contains advice on how to:

- Activate this Business Continuity Plan
- Facilitate the decision-making process following an Incident alert or notification
- Analyse the impact of the incident at the time
- Recover the Critical Functions
- Relocate staff where necessary and set-up appropriate recovery facilities
- Manage the resources and equipment requirements necessary to recover all of the Departments Critical Functions over time, from the initial interruption through to the return to normal business.

To explore Departmental Business Continuity Plan Core Objectives and;

- To identify critical activities performed by the business area

- Ensure preventative measures are embedded and tested
- To manage the disruption
- To manage the consequence of any disruption
- To ensure continuation of Critical Activities.
- Identify timescales in which they are to be recovered
- The recovery levels needed for each critical activity
- The threshold/trigger for activation of the plan
- To manage a return to normality
- To ensure re-examination and updates to Departmental Business Continuity Plans following any crisis

1.3 Purpose

The primary objective of this plan is to manage the loss that may occur to the Critical Functions performed by <Department> at <Location> during any period of disruption.

1.4 When to Activate the BCM Plan

The trigger for the activation of this plan will be an incident which causes one or more of the following:

- Total or partial loss of the workplace
- Total or partial loss of personnel
- Total or partial loss of electrical power, computer systems, telephony or other resource, with no reasonable expectation of it being restored in the short term.

Any member of staff who reasonably believes that an incident has occurred whereby any of the trigger points shown above have, or are likely to occur, shall immediately notify their supervisor and / or the Force Incident Manager (FIM).

1.5 How to Activate the BCM Plan

This plan can be activated in one of two ways:

By a supervisor, or a member of the Department Management Team that has been affected by the incident.

By the Force Incident Manager, following consultation with a staff member in the absence of their supervisor, Management Team member, or Critical Incident Manager.

1.6 Activation during Working Hours.

The supervisor discovering, or receiving notification of the incident has the authority to activate the BCM plan immediately.

Where circumstances allow, the supervisor should immediately notify their Manager or other member of their Management Team, the Force Incident Manager and where appropriate the Critical Incident Manager, of the plans activation.

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If not already done, they will then consider activation of the plan and the setting up of the BCM Recovery Team.

Where applicable, the Silver or Gold Commander will be informed of the activation of the plan(s) and where appropriate, the mobilisation of the BCM Recovery Team(s).

1.7 Activation Out of Working Hours.

The supervisor discovering, or receiving notification of the incident has the authority to activate the BCM plan immediately.

Where circumstances allow, the supervisor should notify the Force Incident Manager and where appropriate the Critical Incident Manager, of the plans activation.

If not already done, they will then consider activation of the plan and the setting up of the BCM Recovery Team.

Where applicable, the Silver or Gold Commander will be informed of the activation of the plan(s), and the mobilisation of the BCM Recovery Team(s).

1.8 Activation of BCM Recovery Team

Where an incident has occurred that is likely to have an impact on the ability of a Department to deliver its Critical Functions, in addition to activating the BCM Plan, it may be necessary to initiate the BCM Recovery Team.

Every Department should have established a BCM Recovery Team.

Details of the team members responsible for this Department can be found at Section 3 below (Fig 1.0)

Remember:

It is far better to activate the BCM Recovery Team to monitor an incident and then if necessary stand them down, rather than take no action at all and lose valuable recovery time.

SECTION 2 – RESOURCES

ALL SECTIONS TO BE COMPLETED

2.1 Critical Functions

The Critical Functions identified for this Department are listed below in Priority order.

Critical Functions Priority List

No	Departmental Critical Function	Immediate 24 Hours	1 Day – 1 Week	1 Week - 1 Month	Beyond 1 Month
1					

Minimum Service Required

No	Departmental Critical Function	Immediate 24 Hours	1 Day – 1 Week	1 Week - 1 Month	Beyond 1 Month
2					

Minimum Service Required

No	Departmental Critical Function	Immediate 24 Hours	1 Day – 1 Week	1 Week - 1 Month	Beyond 1 Month
3					

Minimum Service Required

No	Departmental critical Function	Immediate 24 Hours	1 Day – 1 Week	1 Week - 1 Month	Beyond 1 Month

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4					
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Minimum Service Required

No	Departmental Critical Function	Immediate 24 Hours	1 Day – 1 Week	1 Week - 1 Month	Beyond 1 Month
5					

Minimum Service Required

No	Departmental Critical Function	Immediate 24 Hours	1 Day – 1 Week	1 Week - 1 Month	Beyond 1 Month
6					

Minimum Service Required

No	Departmental Critical Function	Immediate 24 Hours	1 Day – 1 Week	1 Week - 1 Month	Beyond 1 Month
7					

Minimum Service Required

No	Departmental Critical Function	Immediate 24 Hours	1 Day – 1 Week	1 Week - 1 Month	Beyond 1 Month
8					

Minimum Service Required

2.2 Staff Activation List

ALL staff will be contacted and kept informed of the situation. To enable information to be passed to them out of hours, managers need to have a contact system in place so that they can effectively cascade information.

The Business Impact Analysis process has identified the minimum level of service required to ensure that Critical Functions for this Department can be maintained.

To ensure that the minimum levels of service are maintained, a 'TIERED STAFF TEAM' system will be employed. The call out of staff should be prioritised in accordance with their individual role in supporting Critical Functions and their respective recovery times.

<u>Staff Team</u>	<u>Colour Code</u>	<u>Recovery Time Objective</u>
A		1hr-1Day
B		1Day-1Week
C		1Week -1Month
D		Beyond a Month

'A' Team

<u>Name</u>	<u>Contact Number</u>	<u>Skills Required</u>

Police Officers	Total Required	Skills Required
Chief Insp. & Above		
Inspector		
Sergeant		
Constable		
Police Support Staff		
Managers		
Staff		
PCSO		

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'B' Team

<u>Name</u>	<u>Contact Number</u>	<u>Skills Required</u>

Police Officers	Total Required	Skills Required
Chief Insp. & Above		
Inspector		
Sergeant		
Constable		
Police Support Staff		
Managers		
Staff		
PCSO		

'C' Team

<u>Name</u>	<u>Contact Number</u>	<u>Skills Required</u>

Police Officers	Total Required	Skills Required
Chief Insp. & Above		
Inspector		

Official

Sergeant Constable		
Police Support Staff		
Managers		
Staff		
PCSO		

'D' Team

<u>Name</u>	<u>Contact Number</u>	<u>Skills Required</u>

Police Officers	Total Required	Skills Required
Chief Insp. & Above		
Inspector		
Sergeant Constable		
Police Support Staff		
Managers		
Staff		
PCSO		

<u>STAFF</u> <u>Contingencies / Alternative Options</u>
<p>'A' Team</p> <p>This is a free type box for you to include any contingencies that you may have, to deal with the situation where the minimum number of staff required are not available. For example, this could include the use of staff from other Departments who possess the relevant skills, or allowing part of a function to be carried out temporarily by another Department, or an outside organisation.</p>

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'B' Team
C 'Team'
'D' Team

2.3 Alternative Accommodation (1)

In the event that the Department's usual place of work is not available, all staff will be given the details during initial contact, of the building they are to report to, together with any travel or access restrictions that may apply.

Alternative Location: 1
Building Name:

Address:	Floor
	Room
Contact Person	Phone No:
Alternate Contact:	24 Hour No: Other No.:

Security Considerations

2.3 Alternative Accommodation (2)

In the event that the Department’s usual place of work is not available, all staff will be given the details during initial contact, of the building they are to report to, together with any travel or access restrictions that may apply.

Alternative Location: 2
Building Name:

Address:	Floor
	Room
Contact Person	Phone No:
Alternate Contact:	24 Hour No: Other No.:

Security Considerations

ACCOMODATION Contingencies / Alternative Options
<p>If any members of staff are able to work from home, include details in this box. Check and confirm that the alterative location sites above, give you access to your resource requirements. May include a further Option for accommodation</p>

2.4 IT Systems Recovery Requirements

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The following IT systems, Software & Data will need to be recovered within the time periods shown.
 (Wherever possible, show the specific recovery time required e.g. within 1hour)

IT Systems	No	1-24 Hours	1 Day – 1 Week	1 Week -1 Month	1 Month +

IT SYSTEMS
Contingencies / Alternative Options
Think about local contingencies you can implement e.g. laptops instead of desktops / spare printers, spare equipment stored locally.

2.5 IT Software & Recovery Requirements

Software	1-24Hrs	1 Day – 1 Week	1 Week – 1 Month	1 Month +

**IT SOFTWARE
Contingencies / Alternative Options**

This is a free type box for you to include any alternative ways of providing your critical functions in the event of the IT systems or software required not being available. Think about contingencies that you could use, e.g. could you revert to manual methods of recording until the system is restored, is there another Department or outside organisation that has access to the same systems that you require.

2.6 IT Data Recovery Requirements

<u>Data Type & Location</u>	1-24Hrs	1 Day – 1 Week	1 Week – 1 Month	1 Month +

IT Data Recovery Requirements

This is a free type box for you to include any alternative ways of providing your critical functions in the event of the IT systems or software required not being available. Think about contingencies that you could use, e.g. could you revert to manual methods of recording until the system is restored, is there another Department or outside organisation that has access to the same systems that you require.

2.7 Airwave & Telephone Recovery Requirements

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The following Airwave and Telephone systems will need to be recovered within the time periods shown. (Wherever possible, show the specific recovery time required e.g. within 1hour)

<u>Airwave & Telephone</u>	1-24Hrs	1 Day – 1 Week	1 Week – 1 Month	1 Month +

<u>AIRWAVE & TELEPHONES</u> <u>Contingencies / Alternative Options</u>
<p>This is a free type box for you to include any alternative ways of providing your critical functions in the event of the IT systems or software required not being available. Think about contingencies that you could use, e.g. could you revert to manual methods of recording until the system is restored, is there another Department or outside organisation that has access to the same systems that you require.</p>

2.8 Other Documents Required

The following documents have been identified as being essential for the Department to maintain their Critical Functions e.g. Procedures Manual etc.

	Description	Location of Copy or Back UP
1		
2		
3		
4		
5		

2.9 Vehicle Requirements

The following type and number of vehicles are required within the time periods shown. Please show 'M' Marked' or 'U' Unmarked' and wherever possible, show the specific time they are required e.g. within 1hour.

<u>Vehicle Type</u>	No	<u>M' / 'U'</u>	1-24hrs	1Day -1 Week	1 Week – 1 Month	1 Month

<u>VEHICLES</u> <u>Contingency Options / Alternatives</u>
<p>This is a free type box for you to include any contingencies that you may have, should the minimum number and type of vehicles required, not be available. This could include where you might obtain alternative vehicles. For example, could they be hired? If they are specialist vehicles, could you make a reciprocal arrangement with a neighbouring District, or another Force?</p>

2.10 Specialist Equipment Recovery Requirements

Listed below, are details of the Specialist Equipment / Resources required by this Department.

<u>Specialist Equipment</u>	No	1-24 Hours	1 Day – 1 Week	1 Week -1 Month	1 Month +

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SPECIALIST EQUIPMENT
Contingencies / Alternative Options

This is a free type box to include alternative ways of providing your critical functions in the event of specialist equipment not being available. Consider where you could obtain this equipment from i.e. neighbouring Districts, alternative suppliers or other Forces.

2.11 Further Resource Recovery Requirements

The following Resources have been identified as being essential for the Department to maintain their Critical Functions.

Resources	No	1-24 Hours	1 Day – 1 Week	1 Week -1 Month	1 Month +
Mains Electricity					
Mains Gas					
Mains Water					

Additional Information / Comments



2.12 Stakeholders & Suppliers

Arrangements must be in place to ensure that all Stakeholders and Suppliers are made aware of, and kept up to date with the incident affecting the Department.

By keeping them informed you could protect the Force reputation, alleviate any fears they may have and at the same time ensure that supplies necessary to maintain your Critical Functions are sustained.

A supplier may have been affected by the same incident, and as such you must take steps to ensure that they can maintain their critical service to you.

Wherever possible an alternative source should be identified to ensure that any shortfall could be met.

2.12 A Internal Stakeholders

The following are a list of **Departments who rely on this Department** to provide them with a service:

Stakeholder	Service	Contact No	Mobile

2.12 B External Stakeholders

Stakeholder	Service	Contact No	Mobile

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2.12 C Internal Suppliers

The following are a list of Departments, which this Department relies upon to deliver goods or services.

Supplier	Service	Contact No	Mobile

2.12 D External Suppliers

Supplier	Service	Contact No	Mobile

2.13 Useful / Emergency Contact Numbers

Organisation / Department	Contact Name	Contact Number

2.15 Business Continuity Incident Log (Please Copy)

Summary of Incident

SECTION 3 – BCM RECOVERY TEAM

3.1 Introduction

Where an incident has occurred that is likely to have an impact on the ability of a Department to deliver its Critical Functions, in addition to activating the BCM Plan, it may also be necessary to activate the BCM Recovery Team.

3.2 Activating the BCM Recovery Team

A Management Team member, the Critical Incident Manager or the Force Incident Manager, have the authority to activate the Department BCM Recovery Team.

The Recovery Team will have a nominated Team Leader and Deputy. Contact details appear in the table shown at section 3.5 below. A list of all Department Team Leaders and Deputies contact details will be held by the Force Incident Manager.

It will be the responsibility of each Department to ensure that these details are kept up to date.

Where applicable, the Silver and/or Gold Commander will be informed of the activation of the BCM plan(s), and the mobilisation of the BCM Recovery Team(s).

Remember

It is far better to activate the BCM Recovery Team to monitor an incident and then if necessary stand them down, rather than take no action at all and lose valuable recovery time.

3.3 Action Upon Notification

Having received notification of an incident, the BCM Recovery Team leader or their Deputy shall:

- a. Make a decision on the invocation of the Business Continuity Plan
- b. If the Plan has already been invoked the Recovery Team Leader will analyse the impact of the incident, and
- c. Where appropriate, activate the Recovery Team and cause each team member to be contacted.

3.4 Information for Recovery Team Members

The contact details and area of individual responsibility for each team member can be found in the table shown at section 3.5 below.

The information passed to team members, should include the following:

- A brief description of the incident
- Any immediate actions that need to be taken
- The time, date and location of the Recovery Team meeting place

3.5 BCM Recovery Team Personnel

Name	Role	Responsibility	Contact Number
	Command / Management Team Member	Recovery Team Leader	
	Business Manager	Business Continuity & Health & Safety Co-ordinator	
	Personnel Manager	HR Issues	
	Finance	Financial Issues	
	Admin Officer	Administration Issues	
	Department SPOC	Specific Department Advice & Guidance	
	Force Business Continuity Co-ordinator	BCM Advice & Guidance	
	Health & Safety Representative	Health & Safety Issues	
	Corporate Communications	Communications Issues	
	FM Representative	Facilities Management issues	
	ISD Representative	ISD issues	
	VFM Representative	Vehicle Fleet issues	
	SCM Representative	Supply Chain issues	

Note:

- Contact will be made with the respective Heads of Corporate Communication's, SCM, ISD and Health & Safety for them to nominate an individual from their team to assist the Recovery Team.
- Please see Section 3.7 below for a full description of the Recovery Team members, Roles & Responsibilities.

3.6 Recovery Team - Roles and Responsibilities

The Role of the Recovery Team is to:

- Assess the Impact of the Event or Occurrence on the Department and its Critical Functions
- Prioritise Departmental Critical Functions
- Prioritise the allocation and distribution of resources
- Delegate authority
- Determine recovery timescales, in line with Recovery Time Objectives (RTO's).

3.7 Team Members - Roles and Responsibilities

Recovery Team Leader:	
<p>Role:</p> <p>Manage and direct the Recovery Team's activities.</p>	<p>Responsibilities:</p> <ul style="list-style-type: none"> ▪ Formation and management of the Recovery Team ▪ Safety of staff, contractors and the public ▪ Liaise with and carry out any strategic instructions from the Operational Silver / Gold ▪ Manage the tactical recovery of the Department Critical Functions and other activities ▪ Ensure that all staff welfare issues are being dealt with appropriately ▪ The assignment of roles and responsibilities to Recovery Team staff ▪ Ensure the recording of all budget spend in respect of recovery <p>Level of authority:</p> <ul style="list-style-type: none"> ▪ Decision making in respect of tactical recovery ▪ Budget spend in respect of recovery activities

Human Resources Coordinator:	
Role: Advise the Recovery Team on all HR related issues.	Responsibilities: <ul style="list-style-type: none"> ▪ Manage all staff welfare issues and liaise with Corporate HR. ▪ Liaison with Occupational Health ▪ The resolution of HR related issues
Finance Coordinator:	
Role: Advise the Recovery Team on all Finance related issues.	Responsibilities: <ul style="list-style-type: none"> ▪ The management of remuneration issues during business interruption
Administration Officer:	
Role: Assist the Business Manager with clerical and administrative duties	Responsibilities: <ul style="list-style-type: none"> ▪ Perform clerical and administrative duties on behalf of the Recovery Team, including the formal recording of minutes, agendas etc
Health & Safety Coordinator:	
Role: Provide Specialist Health and Safety advice to Recovery Team	Responsibilities: <ul style="list-style-type: none"> ▪ Dynamic risk assessments ▪ Management of Health and Safety issues at any alternative recovery location, including recovery site induction and evacuation procedure
Corporate Communications Coordinator:	
Role: Provide media advice & guidance to the Team Leader.	Responsibilities: <ul style="list-style-type: none"> ▪ Maintain a link between the team and the Corporate Communications Department.
Facilities Management Coordinator:	
Role: Liaise with Facilities Management during an incident and report back to the Recovery Team on all Facilities Management issues relating to the recovery.	Responsibilities: <ul style="list-style-type: none"> ▪ The FM co-ordinator will manage the provision of alternative working accommodation for staff, where previously identified sites are unavailable ▪ Ensure that the appropriate alternative accommodation has the facilities required to support business recovery.

I.T and Communications Coordinator:	
Role: Manage all I.T. and Communications related issues during business interruption	Responsibilities: <ul style="list-style-type: none"> ▪ Management of IT issues from activation to return to normal ▪ Manage the interface between the Department and the IT Recovery Team. ▪ Log and manage any telephony issues
Vehicle Fleet Management Coordinator:	
Role: Provide the team with a direct link to Vehicle Fleet Management Department.	Responsibilities: <ul style="list-style-type: none"> ▪ Provide advice & guidance to the Recovery Team on vehicle & fuel related issues.
Supply Chain Management Coordinator:	
Role: Provide the team with a direct link to the Supply Chain Management Department.	Responsibilities: <ul style="list-style-type: none"> ▪ Provide advice & guidance to the Recovery Team on supply chain issues such as stock items and/or emergency suppliers.

Appendices 1 – SPOF identified and mitigation

Have any Single Points of Failure (SPOF) been identified?				
Activity No	What is the nature of the SPOF?	Is this issue being tolerated or mitigated	Mitigation details	Date to be reviewed?

The only (single) source of a service/activity i.e. there is no alternative, whose failure would lead to the total failure of a key business activity and/or dependency

Appendices 2 – Initial Response Check List

Initial Response Check list
First person aware
Confirm severity of crisis
Ensure any emergency action required is carried out; for instance evacuation or calling emergency services.
Open incident log
Notify head of department
Head of department
Set up meeting with department senior managers
Initial meeting
Agree who should form the Crisis Management Team
Agree support required from executive level
Confirm roles and responsibilities
Assess what is known about the incident so far
Agree plan based on current information
Agree when the group will next communicate and how
Consider communication with the following as appropriate:-
<ul style="list-style-type: none"> • Executive/senior management • Emergency services and authorities • Corporate Communications • Internal staff • External partners • Visitors – on site or en-route • Human Resources • Health and Safety • Security • Estates department • External agencies or stakeholders • Customers of each team • Suppliers to each team • Neighbouring buildings
Review meetings
Latest updates from each participant and time scales
Identify outstanding issues
Establish if the initial incident is under control
Assess invocation of business continuity plan
Incident management rules
Execute the plan as agreed. Do not deviate from it, without consultation. If the plan is changed, communicate this to all affected persons/parties.

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